

# Table of Contents

## **BUDGET MESSAGE**

## **TABLE OF CONTENTS**

## **BUDGET OVERVIEW**

Sound Transit – The Central Puget Sound Regional Transit Authority.....	1
Sound Transit’s Mission and Measures of Success.....	2
2007 Accomplishments.....	3
The Sound Transit District Boundary.....	8
Sound Transit Board of Directors.....	10
Management Organization.....	11
Citizen Oversight Panel.....	13
Basis of Accounting.....	14
Financial Policies.....	14
Financial Plan.....	15
How to Read the Budget.....	15
Revenue & Expense Summary.....	16
Revenue Summary.....	17
Adopted 2008 Budget Summary.....	21
Transit Vision.....	22
Service Delivery.....	24
Project Delivery .....	26
Agency Operations.....	27
Adopted 2008 Capital Budget.....	31

## **TRANSIT VISION**

Program Summary.....	37
Office of Policy and Planning Budget.....	38
Transit Vision Project Summary.....	41

## **SERVICE DELIVERY**

Program Summary.....	43
2008 Budget Overview.....	45
Link Light Rail.....	48
Sounder Commuter Rail.....	52
ST Express Bus.....	56
Accessible Services.....	60
Transportation Services Capital Budget.....	63
Service Delivery Project Summary.....	65

## **PROJECT DELIVERY**

Program Summary.....	81
Link Light Rail Program Summary.....	83
Changes in the Adopted 2008 Budget.....	89
Link Light Rail Project Summary.....	91
Capital Projects Program Summary.....	104
Sounder Program Summary.....	104

Changes in the Adopted 2008 Budget.....	107
Souder Project Summary.....	110
Regional Express Program Summary.....	132
Changes in the Adopted 2008 Budget.....	135
Regional Express Project Summary.....	138

## **AGENCY OPERATIONS**

Program Overview.....	175
Staff Operations.....	176
Staff Operating Budget Summary.....	178
Agency Scorecard.....	181
Executive Department.....	182
Finance & Information Technology.....	185
Legal Services.....	190
Link Light Rail.....	194
Capital Projects.....	198
Corporate Services.....	201
Transportation Services.....	207
Policy, Planning, and Public Affairs.....	211
Central Costs.....	215
Community Development Fund.....	217
Transit Oriented Development.....	218
Public Art Program.....	220
Research & Technology.....	222
Debt Service.....	224
Non-Operating Expenses.....	224
Agency Administration Capital.....	226
Capital Replacement.....	227

## **APPENDICES**

Appendix A - Sound Transit Staffing Plan.....	229
Appendix B - Supplemental Information.....	243
Appendix C - Performance Measures.....	251
Appendix D - Financial Policies.....	257
Appendix E - Budget Process.....	265
Appendix F - Sound Transit History.....	269
Appendix G - Glossary of Terms.....	285
Appendix H - Reconciliation of Adopted Capital Plan to Proposed Capital Plan.....	291

# BUDGET OVERVIEW

## SOUND TRANSIT—THE CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY

### How the Agency was Established

In the early 1990s, the Washington Legislature authorized King, Pierce and Snohomish counties to create a single agency—the Central Puget Sound Regional Transit Authority (Sound Transit)—to plan, build and operate a high-capacity transit system within the region’s most heavily used travel corridors. In September 1993, the Sound Transit Board of Directors held its first official meeting. The Sound Transit District includes the most urban parts of the three-county area and close to half of the state’s population.

### History of *Sound Move*

In May 1996, the Sound Transit Board proposed *Sound Move*. The plan includes a mix of transportation improvements: high-occupancy vehicle (HOV) lane access improvements, ST Express bus routes, Sounder commuter rail and Link light rail. The plan includes new community “gateways”—connections in urban and suburban areas for communities to connect to the rest of the region. *Sound Move* is a comprehensive regional transit plan made up of almost 100 separate but interrelated capital and service projects. The plan also contains commitments to:

- Equitable revenue distribution. Local tax revenues will be used to benefit the five subareas of the Sound Transit District (Snohomish County, North King County, South King County, East King County and Pierce County) based on the share of revenues each subarea generates.
- Coordinated services and integrated fares. Regional and local transit services will be coordinated and an integrated fare structure developed.
- System expansion or tax rollback. Any second phase capital program that continues using local taxes for financing will require voter approval within the Sound Transit District. If voters decide not to extend the system, Sound Transit will roll back the tax rate to a level sufficient to pay off outstanding debt, and operate and maintain the investments made as part of *Sound Move*.
- Public accountability. Sound Transit will hire independent auditors and appoint a citizen committee to monitor Sound Transit’s performance in carrying out its public commitments. Citizens will be directly involved in the placement, design and implementation of facilities in their communities.

### Voter Approval

On November 5, 1996, voters in the three-county Sound Transit District approved the local taxes necessary to fund the regional bus and rail transit systems described in *Sound Move* by a 56.5 percent to 43.5 percent margin. The measure received a majority of votes in each of the three counties in the Sound Transit District (58.8 percent in King County, 54.4 percent in Snohomish County and 50.1 percent in Pierce County).

The measure approved in 1996 was titled, *Ballot Title Proposition No. 1 Regional Transit Authority*. Its text follows:

“To implement a regional rail and express bus system linking Tacoma, Seattle, Bellevue, Everett, other cities, and Sea-Tac Airport, shall the Regional Transit Authority impose a sales and use tax of up to four-tenths of one percent and a motor vehicle excise tax of three-tenths of one percent to

provide the local share of funding towards the \$3.9 billion estimated cost of the system, as provided in Resolution 75 and the ‘10-year Regional Transit System Plan?’”

## **Sound Transit’s Mission and Measures of Success**

### ***Sound Transit’s Mission***

Sound Transit’s mission is to build and operate an integrated regional high-capacity transportation system serving the three-county Sound Transit district. The services include commuter rail, light rail and regional bus services and capital facilities. Sound Transit is implementing its *Sound Move* regional plan in partnership with public agencies, jurisdictions, private sector and other interests, and the citizens of the Sound Transit District.

#### ***Sounder commuter rail***

- An 83-mile commuter rail system with 4 round trip trains between Everett and Seattle and 9 round trip trains between Seattle through Tacoma to Lakewood, and 12 stations.

#### ***Regional Express bus and facilities***

- 19 ST Express regional bus routes to better connect cities and suburbs throughout the region and link with other local and regional transit services.
- Sound Transit is funding HOV access to 100 miles of freeway, bus, and carpool lanes to ensure fast and reliable local connections for regional bus service, to encourage carpool and vanpool use, and eliminate the need for buses, carpools, and vanpools to weave through general traffic at freeway entrances and exits.
- Community Connections includes stations, transit centers, park-and-ride lots, and arterial improvements to provide access to the regional transit network.

#### ***Link light rail***

- A 1.6-mile Link light rail line currently operating in Tacoma that connects the downtown, business, theater, and university districts with local and ST Express regional buses and Sounder commuter rail services at the new Tacoma Dome Station.
- Approximately 19 miles of new Central Link light rail transit that connects the University of Washington, Capitol Hill, downtown Seattle, southeast Seattle, Tukwila, and SeaTac.
- The Initial Segment of the Central Link line is a 14-mile route that connects downtown Seattle, Beacon Hill and Rainier Valley with the Tukwila International Boulevard Station at South 154th Street in Tukwila near the Seattle-Tacoma International Airport.
- The Airport Link Segment of the Central Link line is approximately 1.7 miles in length extending from the Tukwila International Boulevard Station (South 154<sup>th</sup> Street) to a station near the main terminal at Seattle-Tacoma International Airport.
- The North Link Segment of the Central Link line connects downtown Seattle to Capitol Hill and the University District, and also includes an extension to Roosevelt and Northgate transit centers that will be built as additional funds become available. University Link is the first segment of North Link that will be constructed, extending about 3 miles from downtown Seattle to a station on Capitol Hill and north to the University of Washington Station near Husky Stadium.

### ***Sound Transit’s Measures of Success***

- High-quality projects completed on time and within budget.
- Services are well used and customer satisfaction is high.

- Checks and balances ensure accountability to the community.
- Staff, consultants, and contractors are accountable to the Sound Transit Board.
- Projects are developed with the help of meaningful community involvement and participation.
- Technical expertise is appropriate to implement the system, and a lean organization reflects the Sound Transit District's values and diversity.
- Maximum local participation, including Minority/Women/Disadvantaged Business Enterprise firms, has been achieved in Sound Transit contracting.
- Projects include innovative design and operating features that benefit Sound Transit's customers and will attract new riders.
- Partnerships are created that leverage Sound Transit's investments and/or reduce project costs.
- Accessible transportation facilities in compliance with the Americans with Disabilities Act.

### ***2007 Accomplishments***

As Sound Transit moves into 2008, the agency can look back on 2007 and point to significant accomplishments in projects and services.

### **Project Delivery Accomplishments**

#### ***Souder commuter rail***

- Royal Brougham crossing construction completed. Track work at King Street Station advancing.
- Construction completed for Reservation Junction to Freighthouse Square Remediation Phase III.
- Final design started for Edmonds Station.
- Construction started for Mukilteo Station, North Platform.
- Final design started for Mukilteo Station, South Platform.
- Construction started for Lakewood Station.
- Master Plan completed and PE/ED initiated for Tukwila Station.

#### ***Link light rail***

- Link Operations and Maintenance (O&M) Facility opened in the SODO District.
- Light rail trains began testing on the on the tracks between the Stadium Station and the O&M Facility.
- Final assembly of the Link light rail vehicles began in Everett.
- The resurfacing of Pine Street in downtown Seattle was completed.
- The downtown Seattle Transit Tunnel conversion to light rail/bus operations was completed and the tunnel reopened on September 24, 2007 for bus service.
- Excavation of the Beacon Hill Station was completed.
- The Link light rail tunnel boring machine broke through the Beacon Hill East Portal.
- The Link light rail tunnel boring machine was re-launched for the second bore.

- Light rail stations, trackway and road reconstruction were completed on Martin Luther Jr. Way South.
- Link light rail's Tukwila International Boulevard Station was completed.
- Construction began on Link light rail SeaTac Airport Station.
- Agreement was reached between the University of Washington and Sound Transit on University Link.
- University Link light rail baseline cost estimate/schedule were completed and approved by the Sound Transit Board.
- Completed conceptual engineering on the East Link project.

### ***Regional Express***

- Canyon Park Freeway Station / I-405 opened for service.
- Totem Lake Freeway Station/NE 128th opened for service.
- Construction completed for the Redmond Way, Redmond project.
- Construction started for the Totem Lake Transit Center/ Evergreen Medical Hospital project.
- Construction started for the N Everett Transit Center/Everett Community College project.
- Construction started for the I-90 Two Way Transit & HOV Operations, Stage 1 project.
- Construction started for the Bothell Branch Campus Access project.
- Construction started for the SR 522 HOV Enhancements/Kenmore project.
- Final design started for the I-90 Two Way Transit & HOV Operations, Stage 2 project.
- Feasibility Study started for phasing Star Lake Freeway Station/S 272<sup>nd</sup> improvements.
- Final design started for Newcastle Transit Center.
- Completed preliminary engineering for Kirkland Transit Center and received Kirkland City Council endorsement for Park Trellis concept as the preferred design concept.

## **Service Delivery Accomplishments**

### ***Systemwide***

- Achieved a life-to-date milestone of 73 million riders carried systemwide during 2007.
- Assumed operations and maintenance of Central Link Light Rail Operation & Maintenance Facility.
- Provided 200 staff-hours of employee safety qualification training.
- Provided 300 staff-hours of emergency responder training and conducted 500 man-hours of emergency drills on Sounder commuter rail and Tacoma Link light rail.
- Assumed management of 21 new properties in Property Management, servicing nearly 100 tenants.

- Improved on cost per boarding performance measure for all modes. Consistently met all department scorecard measures.
- Under lead of regional Transit Integration Group and in coordination with WSDOT, began work to develop transit mitigation plans for major WSDOT highway projects including the Nickel Projects, TPA and RTID projects.
- Implemented Wi-Fi pilot project on select ST Express buses and Sounder coaches.
- Implemented system in Service Planning division to report National Transit Data for Sound Transit service.
- Successfully completed FTA Triennial Review.

#### ***Tacoma Link***

- Achieved a life-to-date milestone of 3.3 million passenger boardings since inception of service.
- Successfully completed WSDOT triennial audit with no major findings.
- Provided service to four special events.

#### ***Sounder commuter rail***

- Achieved a life-to-date milestone of more than 7.5 million passenger boardings since inception of service.
- Average weekday boardings of more than 8,000 per day were 26% higher than the previous year.
- Provided temporary additional round trip on Tacoma-Seattle South Line as emergency mitigation for Interstate 5 construction.
- Added new peak-directional round trip on the Tacoma-Seattle South Line
- Added the first-ever reverse-peak directional trip on the South Line, operating from Seattle-Tacoma in the morning and from Tacoma-Seattle in the afternoon.
- Provided Sounder service for 14 Mariners Games, 8 Seahawks Games, the Susan G Komen Race for the Cure, the Boeing 787 unveiling, and 3 other special events.
- Conducted both a regional emergency “table top” and a field exercise in coordination with Snohomish County jurisdictions and other regional emergency management related agencies.
- Implemented Global Positioning System (GPS) tracking system to enhance on-time performance reporting.
- Received \$1.6 million FTA grant to replace Sounder locomotive head end power units and began project.

#### ***ST Express regional bus***

- Achieved a life-to-date milestone of more than 60 million passenger boardings since inception of service.
- Weekday ridership surpassed 36,000 boardings per day and grew by 10.5% in 2007
- Returned service to the Downtown Seattle Transit Tunnel upon tunnel reopening in September, following two years of retrofitting in preparation for Link Light Rail service.
- Implemented service improvements in the SR-520 corridor and added service on Routes 554, 577 and 594. Began service at the Canyon Park and Totem Lake freeway stops.

- Implemented ST Express connector service to Sounder commuter rail between the Bonney Lake Park-and-Ride lot and Sumner Station.
- Achieved approximately \$680,000 in savings from midday storage program with Pierce Transit.
- Ordered 27 new buses as part of the regular fleet replacement program, 10 new buses for Community Transit and 2 for King County Metro (\$18.9 million total)
- Completed engine rebuild project for 1999 articulated bus fleet (37 buses, \$1.1 million)
- Reached agreement with Pierce Transit for cost sharing for base capacity expansion project to enable continued maintenance and storage of Sound Transit's fleet.
- Reached agreement with Pierce Transit to purchase and install a new radio-CAD/AVL communications for the ST bus fleet.

#### ***Central Link light rail***

- Received first light rail vehicles and began vehicle testing.
- Hired 18 KCM link staff and began training.
- Completed start-up agreement with King County Metro.
- Completed operations and maintenance plans for Central and University Link.
- Completed maintenance agreements with City of Seattle and Port of Seattle.

### **Transit Vision Accomplishments**

#### ***Fare Integration***

- Managed PugetPass Program, which fulfills the *Sound Move* commitment for a "single ticket ride" on the following: Sound Transit, Community Transit, Everett Transit, King County Metro, Pierce Transit, Kitsap Transit, and the Washington State Ferries.
- Managed Sound Transit's institutional pass operation, including: U-Pass, GoPass, and approximately 200 FlexPass agreements with major employers in the region.
- Participated with six transit partner agencies to complete the beta test of the Regional Fare Coordination "Smart Card" project.

#### ***Phase 2 Planning (ST2)***

- Fully evaluated the performance of 80+ projects against the Board's criteria.
- Developed and managed a revised schedule for ST2 due to the Legislature delaying an election until 2007.
- Completed several technical reports related to I-90 HCT: summary of historical mode choice studies, summary of transition joint studies, and WSDOT's traffic study.
- Briefed the Board on topics such as the Service Enhancement Fund, the evolution of the bus system with the expansion of rail, subarea equity.
- Evaluated HCT investment scenarios against the Board's performance criteria.
- Worked with the jurisdictions to refine project scopes and cost estimates.
- Worked with the Board as they identified light rail as the preferred HCT mode on I-90, and narrowed the investment options to an additional 0.3%, 0.4%, and 0.5%, for purposes of public review.



- Conducted intensive review and coordination of work activities with RTID, WSDOT, and PSRC staff to develop an integrated roads and transit proposal.
- Met four times with the Expert Review Panel to review ST2 technical work.
- Completed a Benefit/Cost Analysis of the ST2 Plan.
- Received a formal finding of conformity with regional plans from the PSRC.
- The Board adopted the ST2 Plan on May 24, 2007.
- The ST2 Plan, packaged with the Regional Transportation Investment District's "Blueprint for Progress" as Proposition 1, failed to receive the voter's approval on November 6, 2007.
- Following Proposition 1 failure at the ballot work in November and December focused on researching voter opinions and developing a work plan to inform the Board of their options for moving forward.

## **Agency Operations Accomplishments**

### ***Start Program***

The following public art projects were installed;

- "Shimmering Shadowlines" by Norie Sato and Dan Corson on the guideway near Tukwila/International Blvd Station.
- "Eat, Drink and Be Merry" by Ries Niemi at the Pine Street Vent Shaft plaza
- "Las Flores," "El Jardin" and "Fishmobile" by Mauricio Robalino; "Pearable" by Buster Simpson; "Dragonfly" by Darlene Nguyen-Ely; "Measuring Sticks" by Eugene Parnell at Rainier Beach Station
- "Stormwater Project" by Brian Goldbloom; "Come Dance With Me" by Augusta Asberry; "Rainier Valley Haiku" by Roger Shimomura at Othello Station
- "Garden Windows" by Juan Alonso; "Global Garden Shovel" by Victoria Fuller ; "A Relic in the Garden" and "Baskets of Light" by Gale McCall at Columbia City Station
- "Sound of Light" by Richard Elliott on the Hudson Wall along Martin Luther King, Jr. Way
- "Crow Creates the Earth with Lightening" by Barbara Earl Thomas at Walden Plaza
- "Seattle Sunrise" by Guy Kemper at Mount Baker Station
- "Anserinae" by Julie Berger at Mercer Island Park-and-Ride
- "Circulations" by Christine Bourdette at Totem Lake Freeway Station
- Received an award from the Americans for the Arts Public Art Network for "Safety Spires." This artwork, by Dan Corson and Norie Sato" was recognized as one of the best public art projects in the nation for 2006.
- Designs were reviewed and approved for Lakewood Station, Mukilteo Station.
- Funding plan was identified for both University Link Stations and commissions have been awarded.
- A system-wide long-term maintenance plan was developed to protect Sound Transit's public art investment.
- A new community-based project in the Rainier Valley was started with area schools.
- A new youth-created mural lead by UrbanArtworks was commissioned for the E-3 busway.

- Photography exhibits of Sound Move construction images by Peter DeLory and “Rainier Valley Narrative” portraits by Joanne Petrina at Seattle City Hall, Harborview Medical Center, and SeaTac International Airport.

### ***Research and Technology***

- Began implementing the recommendations from the Downtown Tacoma Transit Technology Study with the City of Tacoma and Pierce Transit, which will implement Transit Signal Priority and signal timing modifications to ensure operational improvements for all transit modes through Downtown Tacoma.
- Expanded the Sounder south line communications and CCTV to Tacoma Link stations and maintenance base.
- Procured and installed Wifi devices and services for passenger internet use aboard Sounder cab and passenger cars
- Negotiated change order with GE Transportation Systems to expand Sounder’s passenger information platform to include ‘next arriving bus’ information to specific transit centers.
- Completed final design of the Kent and Auburn Garages Communications and CCTV expansion
- Continued to provide GIS services to the agency for map production, data maintenance, application support and spatial analysis

### ***Transit Oriented Development***

- Analyzed Capitol Hill Station TOD and joint development opportunities
- Negotiated purchase and sale agreements for the Federal Way Transit Center East and West TOD Parcels
- Completed the Rainier Valley Surplus Property Utilization Plan

## **The Sound Transit District Boundary**

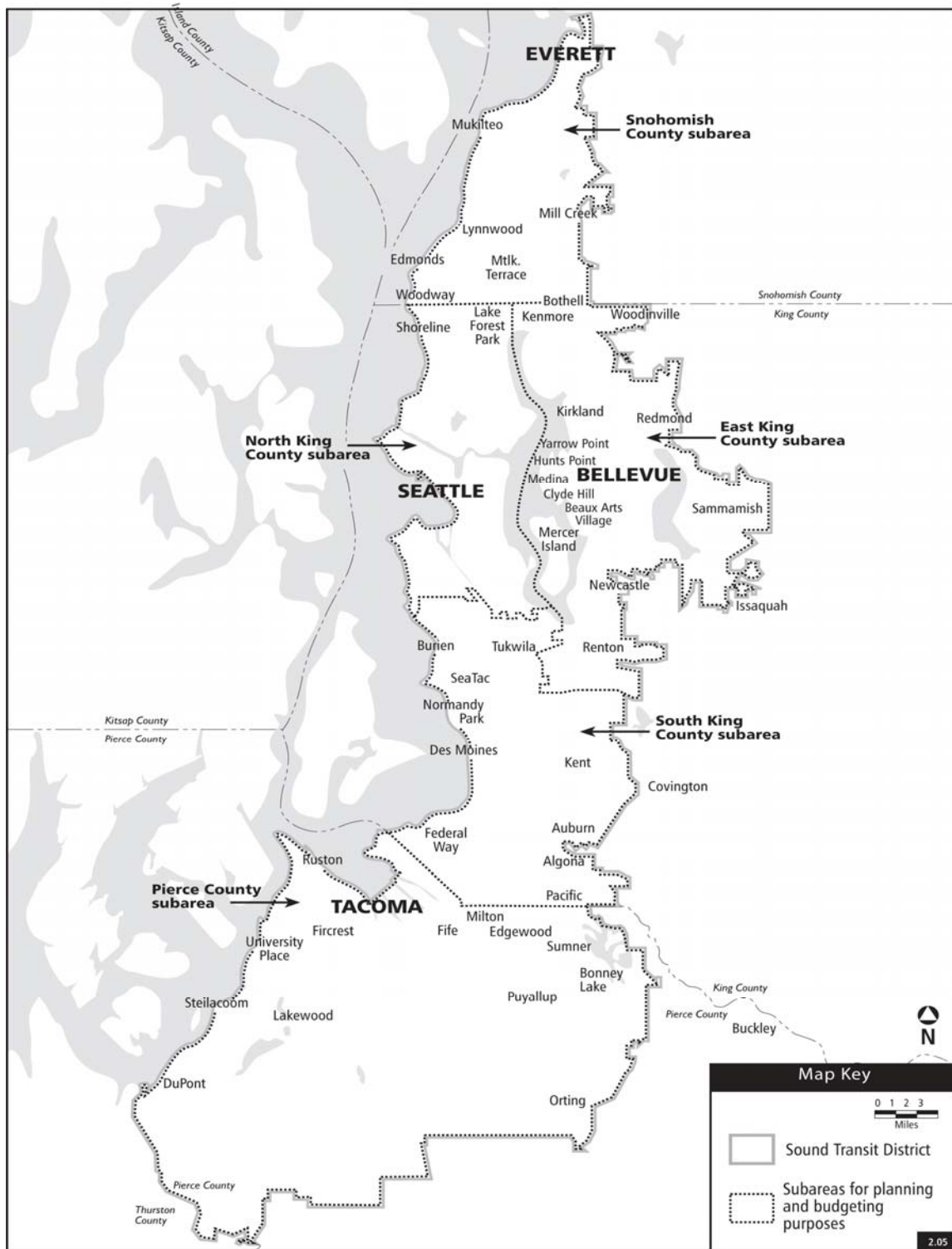
The Sound Transit District, shown on the next page, includes the most congested urban areas of King, Pierce and Snohomish counties. The Sound Transit District boundary lines generally follow the urban growth boundaries created by each county in accordance with the state Growth Management Act.

The Sound Transit District:

- Shows the area where high-capacity transit services will be added to our transportation system.
- Establishes representation on the Sound Transit Board as prescribed by state law.
- Shows the area in which local taxes authorized by voters to help finance *Sound Move* will be collected.
- Demonstrates how regional services and facilities can support growth management goals and proposed land use plans.

Effective January 1, 1999, the Sound Transit Board approved the withdrawal of approximately half of the city of Covington from the Sound Transit District. Effective January 1, 2002, the Issaquah Highlands area of the city of Issaquah was annexed into the Sound Transit District. On June 13, 2002, the Sound Transit Board authorized changes to the existing agency’s narrative boundary description. The changes include the annexed Issaquah Highlands area and replace references to precinct boundaries and city limit lines with geographical landmarks or references based on the public land survey system.

## SOUND TRANSIT DISTRICT



## **Sound Transit District Subareas**

The Sound Transit District is divided into five geographic subareas for planning and budgeting purposes. The system components in *Sound Move* address unique needs in each of these subareas. Local tax revenues and related debt for projects and services are utilized to benefit the subareas generally in proportion to the level of revenues each subarea generates.

**Snohomish County:** The Snohomish County subarea of the Sound Transit District includes the cities of Brier, Edmonds, Everett, Lynnwood, Mill Creek, Mountlake Terrace, Mukilteo and Woodway. In 2006, the Snohomish County subarea had an estimated population of 397,000 residents, accounting for 59 percent of the Snohomish County population.

**North King County:** The North King County subarea includes the cities of Seattle, Shoreline and Lake Forest Park. In 2006, the North King subarea had an estimated population of 646,000, accounting for 35 percent of King County's entire population.

**South King County:** The South King County subarea includes the cities of Algona, Auburn, Burien, Des Moines, Federal Way, Kent, Normandy Park, Pacific, SeaTac and Tukwila. Since 1990, this has been the fastest growing area of King County. In 2006, the South King subarea had an estimated population of 483,000 residents, 26 percent of King County's population.

**East King County:** The East King County subarea includes the cities of Beaux Arts, Bellevue, Bothell, Clyde Hill, Hunts Point, Issaquah, Kenmore, Kirkland, Medina, Mercer Island, Newcastle, Redmond, Renton, Woodinville and Yarrow Point. In 2006, the East King County subarea had an estimated population of 491,000 residents, accounting for 27 percent of King County's population.

**Pierce County:** The Pierce County subarea of the Sound Transit District includes the cities of Bonney Lake, DuPont, Edgewood, Fife, Fircrest, Lakewood, Milton, Orting, Puyallup, Ruston, Steilacoom, Sumner, Tacoma and University Place. In 2006, the Pierce County subarea had an estimated population of 650,000 residents, accounting for 84 percent of the Pierce County population.

## **Sound Transit Board of Directors**

Sound Transit is governed by an 18-member board made up of 17 elected officials and the Washington State Department of Transportation (WSDOT) secretary. The local elected officials include mayors, city councilmembers, county executives and county councilmembers from within the Sound Transit District. Each county is represented by one boardmember per 145,000 people living within that county. Boardmembers from each county are appointed by their respective county executive and confirmed by their county council. The appointment process includes consultation with local cities and towns.

By state law, appointments must include an elected city official representing the largest city in the participating county and proportional representation from other cities and unincorporated areas. To help assure coordination between local and regional transit plans, half the appointments in each county must be officials who serve on the local transit agency board.

Sound Transit boardmembers elect the board officers, including a chair and two vice chairs, every two years. The chair presides over all board meetings and is also a voting member. Additional information on the Sound Transit Board—including its structure, meeting schedules and locations, standing committees and actions—can be accessed at the Sound Transit Web site at [www.soundtransit.org](http://www.soundtransit.org).

All board sessions are open to the public, and comments are invited.

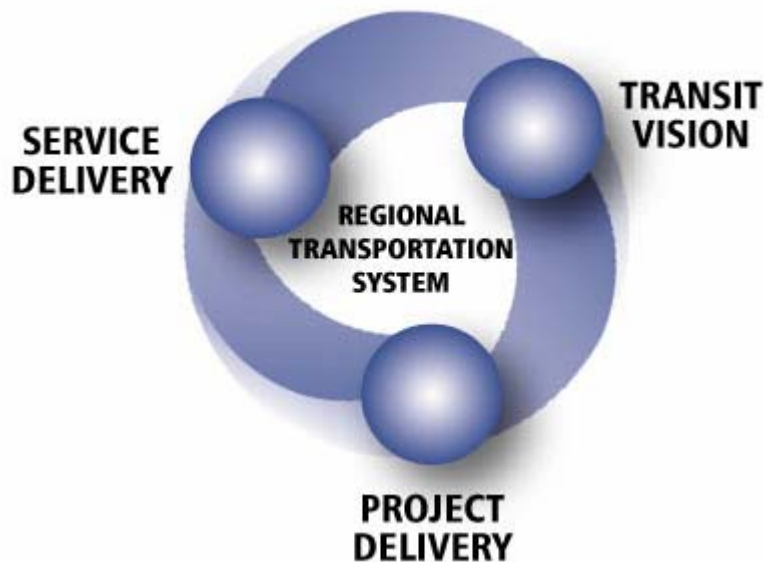
## Management Organization

Sound Transit's management organization is designed to ensure achievement of Sound Transit Board's mission, goals and measures of success, and to reflect the agency's partnerships with its citizens, customers and communities. Sound Transit's management organization is shown in the following organizational chart.

The Chief Executive Officer reorganized the agency announced October 1, 2006. Passenger operations for Link light rail, Sounder commuter rail and Regional Express bus are managed by the Transportation Services Department. Major capital projects are organized within two departments: Link light rail and Capital Projects, which manages the Sounder commuter rail and Regional Express bus capital programs. Long-range regional transit planning, Board Administration, and Governmental Relations are managed by the Policy, Planning and Public Affairs Department. The remainder of the agency's departments (Legal, Executive, Finance and Information Technology, and Corporate Services) supports the three core activities.

In Mid-2007 the Chief Executive Officer reorganized Safety, Security, and Quality Assurance programs into the Executive Department reporting directly to the Chief Executive Officer. In this document, the Adopted 2007 Budget figures have been transferred to reflect these changes.

## SOUND TRANSIT STRATEGIC FOCUS



**Revised: 1/1/2008**

```

graph TD
    Board[Sound Transit Board of Directors] --> CEO[Sound Transit Chief Executive Officer  
Joni Earl]
    CEO --> DEAdmin[Deputy Director Executive Admin  
VACANT]
    CEO --> DPM[Diversity Program Manager (3)  
Leslie Jones]
    CEO --> EDPP[Executive Director, Policy, Planning, & Public Affairs  
Ric Ilgenfritz]
    CEO --> EDGC[Executive Director, General Counsel  
Desmond Brown]
    CEO --> EDFIT[Executive Director, Finance & Information Technology  
Brian McCartan]
    CEO --> EDLLR[Executive Director, Link Light Rail  
Ahmad Fazel]
    CEO --> EDOPS[Executive Director, Operations, Projects, & Corporate Services  
Agnes Govern]
    CEO --> CSSQA[Chief Safety, Security & QA Officer (2)  
Hamid Qaasim]

    EDPP --> GCRM[Gov't & Community Relations Manager  
Ann McNeil]
    EDPP --> BA[Board Administrator  
Marcia Walker]
    EDPP --> MRPM[Media Relations & Public Info Manager  
Geoff Patrick]
    EDPP --> PPO[Policy & Planning Officer  
Greg Walker]

    EDGC --> ECM[Environmental Compliance Manager  
Perry Weinberg]

    EDFIT --> T[Treasurer  
Tracy Butler]
    EDFIT --> C[Controller  
Kelly Priestley]
    EDFIT --> RM[Risk Manager  
David Grenier]
    EDFIT --> FBM[Finance and Budget Manager  
Pete Rogness]
    EDFIT --> CIO[Chief Information Officer  
Kevin Crawford]
    EDFIT --> GM[Grants Manager  
Lisa Wolterink]

    EDLLR --> DETS[Deputy Executive Director Technical Services  
Joe Gildner]
    EDLLR --> DEDSS[Deputy Executive Director Support Services  
Ron Lewis]
    EDLLR --> DEDUL[Deputy Executive Director University Link  
John Harrison]
    EDLLR --> CM[Construction Manager  
Ben Emam]
    EDLLR --> CEM[Civil Engineering Manager  
John Sleavin]
    EDLLR --> SEM[Systems Engineering Manager  
Steve Procter]
    EDLLR --> PMPD[Program Manager Project Development  
Michael Williams]
    EDLLR --> PME[Program Manager Environmental  
James Irish]

    DEDSS --> CSIM[Civil/Systems Integration Manager  
George Hodges]
    DEDSS --> PMCO[Program Manager Community Outreach  
Kathy Albert]
    DEDSS --> PCM[Project Control Manager  
Aniekan Usoro]
    DEDSS --> RPM[Real Property Manager  
Roger Hansen]
    DEDSS --> CM2[Construction Manager  
Gordon Wellwood]

    DEDUL --> BSM[Business Services Manager  
Jerry DeMuro]
    DEDUL --> CM3[Construction Manager  
Christine Post]
    DEDUL --> PMC[Program Manager Corridor  
Eric Beckman]

    EDOPS --> CPD[Capital Projects Director  
James Edwards]
    EDOPS --> SRAM[Senior Rail Activation Manager (2)  
Jim Price]
    EDOPS --> TSD[Transportation Services Director  
Bonnie Todd]
    EDOPS --> CCCO[Chief Corporate Communications Officer  
Kathy Johnson]
    EDOPS --> CM1[Contracts Manager  
VACANT (Knight Acting)]
    EDOPS --> HRM[Human Resources Manager (1)  
VACANT]
    EDOPS --> PAM[Public Art Program Administrator  
Barbara Luecke]
    EDOPS --> MM[Marketing Manager  
Tim Healy]
    EDOPS --> CSM[Creative Services Manager  
VACANT]
    EDOPS --> APM[Accessibility Project Manager  
Michael Miller]

    TSD --> DD[VACANT]
    TSD --> PM1[Program Manager  
Mike Bergman]
    TSD --> CSM2[Customer Service Manager  
VACANT (Shibuya Acting)]
    TSD --> BOPM[Bus Operations Program Manager  
VACANT]
    TSD --> CROM[Commuter Rail Operations Manager  
Martin Young]
    TSD --> OMM[Operations & Maintenance Manager  
Cleve Cleveland]
    TSD --> FM[Facilities Manager  
Andy Hughes]
    TSD --> PM2[Property Manager  
Nancy Bennett]
    TSD --> PM3[Program Manager Operations  
Charles Joseph]
    TSD --> PM4[Program Manager  
Vicki Youngs]

    CSSQA --> SM[VACANT]
    CSSQA --> SO[Security Officer  
Kenneth Cummins]
    CSSQA --> AQA[Agency Quality Assurance Manager  
VACANT]
    CSSQA --> QAM1[Quality Assurance Manager  
Tim McClure]
    CSSQA --> QAM2[Quality Assurance Manager  
VACANT]
    CSSQA --> CSM2[Construction Safety Manager  
Robert Taaffe]
    CSSQA --> RAM[Rail Activation Safety Manager  
VACANT]
  
```

**Legend:**

- (1) This position has a dotted line reporting relationship to the Chief Executive Officer. See Executive department organization chart.
- (2) This position has a dotted line reporting relationship to the Chief Executive Officer and the Link Light Rail Executive Director
- (3) This position has a dotted line reporting relationship to the Operations, Projects and Corporate Services Executive Director

## **Citizen Oversight Panel**

The Sound Transit Board's commitment to public accountability is a significant theme in the policies that frame *Sound Move*. During the first quarter of 1997, the Sound Transit Board appointed members to the first Citizen Oversight Panel (COP). The provision for and commitment to a COP is contained in the agency's proposed financial policies ["Public Accountability" (*Sound Move* financial policies, May 31, 1996, p. B7)]:

"To insure that the 10-year construction program development and implementation occurs within the framework and intent of these policies, Sound Transit will:

- (a) conduct an annual comprehensive performance audit through independent audit services;
- (b) appoint and maintain for the 10-year construction period a COP, charged with an annual review of Sound Transit's performance audit and financial plan, for reporting and recommendations to the Sound Transit Board."

### ***Citizen Oversight Panel's mission***

As an independent body, the COP reviews Sound Transit's performance toward achieving its commitments to the public and provides recommendations regarding its performance. The COP's responsibility is to provide the Sound Transit Board and the public with a regular report card.

### ***Members of COP***

Patsy Tsui Bonincontri  
Richard U. Chapin  
Aubrey Davis  
Chris Elwell  
Robert M. Goldstein  
Donald L. Green  
Miriam Helgeland  
Robert B. Hitchcock  
Bill LaBorde  
Paul W. Masten  
Karen Miller, Chair  
Andrew Reay-Ellers  
David A. Russell, Ph.D.  
Joseph D. Wessling  
Paul J. Wiesner, MD

### ***Areas of Responsibility***

The COP monitors and provides recommendations concerning Sound Transit's performance in meeting its public commitments in the following policy areas:

- Public participation in plan implementation.
- Evaluation of project alternatives and recommendations.
- Management of annual capital/operating budgets and finance plan.
- Regional fund management.
- Equity, subarea budgets, and financial reporting.
- Adherence to project schedules and budgets.

## ***Reports on Sound Transit Performance***

The COP has delivered sixteen semi-annual reports. In May 2005, the COP also delivered a *Sound Move* Year 8 Review on Sound Transit's performance in meeting its commitments to the public since the 1997 Midyear COP Report. All COP performance reports can be accessed on the Sound Transit Web site at <http://www.soundtransit.org/x2199.xml>.

## **Basis of Accounting**

Sound Transit maintains its accounts and prepares its financial statements using the economic resources measurement focus and accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America and methods prescribed by the State Auditor. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. All applicable GASB pronouncements, as well as all Financial Accounting Standards Board (FASB) statements and interpretations are applied, except for those FASB statements and interpretations that contradict GASB pronouncements.

Information presented in the budget is presented in accordance with this basis of accounting. Tax revenues are reflected when the underlying transaction upon which the tax is imposed is expected to occur, operating revenues in the period for which services are provided and earned, and expenses in the period when incurred. Expenditures on capital outlays are capitalized as '*capital assets*' when the costs have been incurred. The costs of these assets are then depreciated over the estimated useful life of the asset beginning when the asset has been put into use. Capital assets whose ownership is not retained by Sound Transit and transferred to another governmental entity pursuant to an interlocal agreement, are expensed as a 'contribution to other governments' upon completion.

## **Financial Policies**

The framework for implementing *Sound Move* includes the proposed financial policies that shape Sound Transit's budgetary process. The financial policies are important tools to Sound Transit to ensure that *Sound Move* is implemented on time and within budget and that agency principles and commitments to the public are met.

These policies, adopted under Resolution No. 72-1, provide:

**Subarea equity:** Local taxes are to be invested where they are raised. Budgets for each of the five subareas, including the subarea's projected share of local taxes, borrowed funds, federal grants, farebox revenues and related expenses, will be monitored and adjusted on an annual basis to ensure that an equitable distribution of revenues is maintained (see Budget Summary section for current subarea spending plans).

**Regional Fund:** A Regional Fund has been established and funded through local taxes to pay for systemwide elements of *Sound Move*. These elements include the integrated fare policy that creates a seamless system, innovative technologies, acquisition of certain properties as an authorized use of the Regional Fund Contingency to preserve right-of-way, and planning for any future capital investments that will be placed before the region's voters. Sound Transit Administration costs, not associated with capital or transit operations, are also covered under the Regional Fund. This funding is drawn from an equal percentage of local tax revenues contributed by each of the five subareas plus interest earnings.

**Conservative use of debt:** Sound Transit is committed to placing limits on its use of long-term debt. These policies establish the conservative approach Sound Transit will use to calculate the cash flow available to service debt, set a debt service coverage ratio policy, and reserve a portion



of Sound Transit's debt financing capacity to provide a future potential funding source for unforeseen circumstances.

**Public accountability:** Sound Transit has hired independent auditors and has appointed a Citizen Oversight Panel to monitor Sound Transit performance in carrying out its public commitments. Also, the state auditor and the Performance Audit committee provide additional oversight and accountability for the agency.

**System expansion or tax rollback:** Any second-phase capital program that continues local taxes for financing will require voter approval within the Sound Transit District. If voters decide not to extend the system, Sound Transit will roll back the tax rate to a level sufficient to pay off the outstanding bonds and operate and maintain *Sound Move* investments.

## Financial Plan

Sound Transit maintains a 25-year financial model that projects the total revenues and costs of *Sound Move*. The model is used to verify the long-term financial viability of the program and confirm the maintenance of subarea equity.

The financial model forecasts operating costs, capital outlays, revenues, bonding, debt service, and reserves from 1997 through 2040. The agency updates the Financial Plan each year with the latest grant and revenue and inflation forecasts, and capital and operating budget data. The plan is reviewed, but not proposed, by the board each year and is available to the public on request.

## How to Read the Budget

Overall, the Adopted 2008 budget is organized into six main sections:

**Overview:** This piece provides background on Sound Transit and its financial structure and a summary of the Adopted 2008 Budget.

**Transit Vision:** This section includes a detailed annual budget for projects relating to the vision for expanding the transit system and communicating that vision to the public.

**Service Delivery:** This section provides detailed annual budgets for the operation of Sounder commuter rail, Tacoma Link light rail and Regional Express bus service and associated capital outlays.

**Project Delivery:** This section includes an overview of the agency's capital program for Link light rail, Sounder commuter rail and Regional Express projects. The section also includes a six-year capital plan with a detailed annual cash flow for each capital project. A risk assessment for each project identifies factors that could have budget and schedule implications.

**Agency Operations:** This section details the 2008 staff operating budgets and 2008 performance management scorecards for each Sound Transit department. This section also includes other operating costs, such as debt service and the costs of the transit oriented development program, the Community Development Fund, the STart Program and Non-capitalizable costs.

**Appendix:** This section includes further detailed information to provide the reader with additional background on the agency and the budget.

# Sound Transit Revenue and Expense Summary

## I. REVENUES & OTHER FINANCING SOURCES

	2006 Actual Revenues	Adopted 2007 Budget	2007 Actuals	Adopted 2008 Budget
Retail Sales and Use Tax	\$259,164,082	\$269,574,268	\$279,988,253	<b>\$286,195,724</b>
Motor Vehicle Excise Tax & Car Rental Tax	72,629,815	73,269,628	74,836,489	<b>77,149,820</b>
Federal Grants	130,445,605	83,833,250	112,778,048	<b>103,500,000</b>
Farebox Revenue	18,051,544	16,886,644	22,006,726	<b>19,913,867</b>
Interest Earnings	37,324,273	12,026,897	20,240,727	<b>21,056,076</b>
Miscellaneous Revenue <sup>1</sup>	17,521,990	13,264,098	12,884,480	<b>5,611,234</b>
Bond Proceeds	-	-	450,000,000	-
<b>TOTAL REVENUES &amp; OTHER FINANCING SOURCES</b>	<b>\$535,137,309</b>	<b>\$468,854,785</b>	<b>\$972,734,723</b>	<b>\$513,426,721</b>

## II. EXPENSES AND OUTLAYS

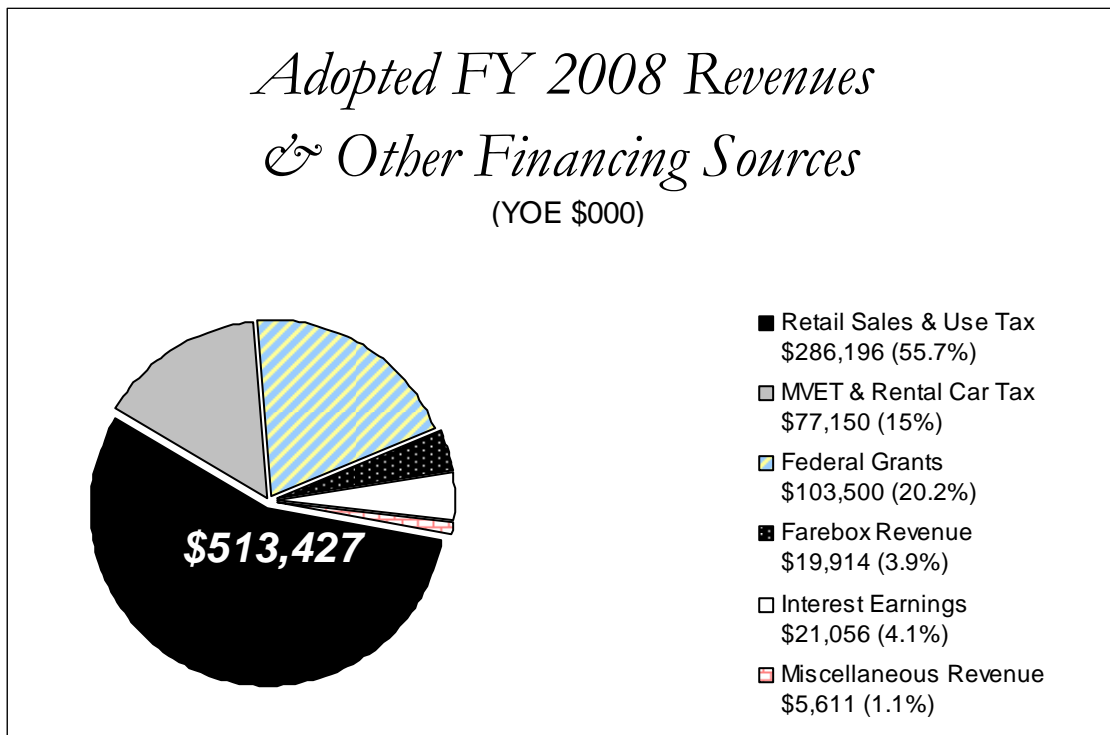
	2006 Actual Expenses	Adopted 2007 Budget	2007 Actuals	Adopted 2008 Budget
<b>OPERATING BUDGET</b>				
Staff Operating Budget	48,891,077	57,288,696	49,833,755	<b>60,611,651</b>
less: Allocation to Capital	(23,388,374)	(28,176,152)	(31,860,016)	<b>(31,067,260)</b>
less: Allocation to Tr. Ops & Op Projs.	(6,491,816)	(7,579,040)	(6,372,638)	<b>(7,283,281)</b>
Transit Operations & Allocs.	120,135,191	146,256,513	131,486,966	<b>153,568,377</b>
Op. Projects, Interest & Allocs.	51,289,263	116,380,335	92,089,198	<b>70,646,032</b>
<b>Total Operating Budget</b>	<b>190,435,341</b>	<b>284,170,352</b>	<b>245,955,161</b>	<b>246,475,519</b>
Adjustment for Non-cash Items	(71,259,134)	(121,156,667)	(72,234,201)	<b>(79,885,114)</b>
<b>TOTAL NET OPER. BUDGET</b>	<b>119,176,207</b>	<b>163,013,685</b>	<b>173,720,960</b>	<b>166,590,405</b>
<b>CAPITAL PLAN</b>				
Capital Outlays	637,515,080	800,911,390	699,222,634	<b>651,315,248</b>
Capital Replacement		22,964,000	-	<b>22,244,940</b>
Administrative Capital Outlays	901,380	1,300,000	729,421	<b>1,317,000</b>
Costs Allocated to Capital	23,388,374	28,176,152	31,860,016	<b>31,067,260</b>
Capitalized Interest	36,642,243	36,868,527	37,267,261	<b>69,372,599</b>
<b>TOTAL CAPITAL OUTLAYS</b>	<b>698,447,077</b>	<b>890,220,069</b>	<b>769,079,331</b>	<b>775,317,046</b>
<b>TOTAL OPERATING BUDGET AND CAPITAL OUTLAYS</b>	<b>\$817,623,284</b>	<b>\$1,053,233,754</b>	<b>\$942,800,291</b>	<b>\$941,907,451</b>

### Notes

1. Includes contributions from local jurisdictions, REX advertising revenues, and rental income from Sound Transit properties.

## REVENUE SUMMARY

Sound Transit will collect an estimated \$513.4 million in revenues and other financing sources in 2008. Total 2008 tax revenues include \$286.2 million in Retail Sales and Use Tax revenue and \$77.2 million in Motor Vehicle Excise Tax (MVET) and Rental Car Tax revenues. In 2008, Sound Transit anticipates receiving \$103.5 million in federal grant drawdowns, \$19.9 million in farebox revenues, \$21.1 million in interest earnings on cash and investments, and \$5.6 million in miscellaneous revenues which includes contributions from local jurisdictions, Regional Express advertising revenues, and rental income from Sound Transit properties. The Adopted 2008 Budget reflects the issuance of bonds in late 2007.



## **Revenues and Financing Sources**

### ***Retail sales and use tax***

In 2008, Sound Transit is anticipating to receive \$286.2 million in Retail Sales and Use Tax revenue. Sound Transit collects 4/10 of one percent Retail Sales and Use Tax on transactions in the Sound Transit District. The Retail Sales and Use Tax is imposed on the sale of most goods and certain services in the district. The tax is collected by businesses, which then remit the tax to the state. This tax is both a sales tax and a use tax, with the use tax collections amounting to about eight percent of the total taxes collected. The use tax is levied on items purchased out of state but used in state and on other items for which sales tax has not been paid. The tax is collected by the state Department of Revenue and remitted to Sound Transit through the Office of the State Treasurer.

### ***Motor Vehicle Excise Tax***

Sound Transit is expecting to receive \$74.9 million in Motor Vehicle Excise Tax revenue for 2008. Sound Transit collects 3/10 of one percent Motor Vehicle Excise Tax. The Motor Vehicle Excise Tax is a tax levied on the value of motor vehicles and collected at the time of vehicle licensing. The tax is collected by the state Department of Licensing and remitted to Sound Transit through the Office of the State Treasurer.

### ***Rental Car Tax***

Rental Car Tax revenues for 2008 are anticipated to be \$2.2 million. Sound Transit collects 8/10 of one percent Rental Car Tax, levied on the rental value of vehicles. The tax is collected by businesses and remitted to the state Department of Revenue. The Department of Revenue disburses the proceeds to Sound Transit through the Office of the State Treasurer.

### ***Federal Grant Funding Program***

**Grant Assumptions in 2008 Financial Plan:** The Financial Plan assumes a total of \$1.9 billion in grant awards for Sound Move projects through 2016. The \$1.9 billion includes: \$500 million for the Link Initial Segment, \$762 million for University Link, \$48.5 million for Airport Link, \$432.7 million for Sounder and Regional Express and \$180.4 million of FTA formula funds assumed for preventative maintenance for all modes.

For University Link, the \$762 million grant assumption consists of \$750 million of section 5309 New Starts funds under a Full Funding Grant Agreement (FFGA), \$9 million of Congestion Mitigation/Air Quality (CMAQ) funds and \$3 million of Section 5309 Fixed Guideway funds. The CMAQ and section 5309 Fixed Guideway funds have already been secured for years 2008-2010. The University Link FFGA is assumed to receive annual appropriations between 2008 through 2016, totaling \$750 million.

Federal funding will be secured through conventional Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) programs currently authorized under the Safe, Accountable, Flexible, Efficient Transportation Efficiency Act: A Legacy for Users (SAFETEA-LU) and future authorizations. Funding will be secured through both congressional appropriations and regional/national grant competitions. Grant funding assumptions by source are shown in Table 8 below.

**Table 8**  
**Federal Funding Assumptions (Including University Link)**

Funding Category	Funding in Millions
Section 5309 New Starts (FTA Discretionary)	\$1.370
Section 5307 Formula (FTA Competitive)	\$366
Surface Transportation Program (FHWA Urban Competitive)	\$67
Congestion Mitigation Air Quality (FHWA Competitive)	\$43
Section 5309 Bus (FTA Discretionary)	\$34
State	\$24
Miscellaneous Competitive	\$12
Surface Transportation Program (FHWA Railroad Crossing Comp.)	\$8
<b>Total</b>	<b>\$1.924</b>

## Results

As of year end, Sound Transit has been awarded \$871 million, or 45 percent of the total projected federal funding. Funding has been secured through congressional appropriations and regional, state and national competitions. Funding has been secured across all funding sources and modes:

- \$280 million for Sounder Commuter Rail rolling stock, track and signal work, railroad crossings, equipment, right-of-way and station construction.
- \$455 million for the preliminary engineering, final design, right-of-way acquisition and construction of the Initial Segment and Airport Link. University Link has received federal funding for the right of way phase.
- \$135 million for Regional Express rolling stock, transit centers, park-and-rides, and direct access ramps

**2008 Grant Award Projections:** In 2008, Sound Transit is estimated to receive \$125 million in grant awards. Of this amount, \$70 million is the 2008 appropriation for Link, which is consistent with the schedule of federal funds in the Full Funding Grant Agreement.

**2008 Grant Drawdown Projections:** Grant drawdowns represent actual grant funds received from grant awards based on eligible expenditures occurring in the program. Generally, there is a time lag between the grant awards and the grant drawdowns, so the annual grant award estimate will not match the grant drawdown estimate. The time lag between the grant awards and the grant drawdowns varies in relation to when the FTA annual apportionments are published in the Federal Register, the time for FTA grant processing and when actual spending occurs on Sound Transit grant funded projects. In 2008, the budget for grant drawdowns is \$103.5 million, which matches the finance plan forecast.

## Farebox Revenues

The Adopted 2008 Budget of \$19.9 million includes approximately \$13.7 million in farebox revenues from the ST Express bus service and \$6.2 million from the Sounder commuter rail service. The Sounder fare structure was changed in June 2007 to be distance-based, whereby a distance based charge was added to a nominal base rate. The change yielded projected increases in revenues of approximately 10%. In projecting fare revenues over the long run, it is generally assumed that present transit fares continue with fare increases matching only inflation rates; the Adopted 2008 Budget does not assume any fare increases. Annual fare revenue is projected to

amount to at least \$33 million following the complete implementation of the regional transit system for all modes of transit.

The fare revenue forecast was built on the assumption of an average fare per boarding of \$3.15 for Sounder commuter rail service and \$1.27 for ST Express bus service. Factors influencing the average fare per boarding include the base fare, the average number of zones traveled for ST Express or distance traveled for Sounder, the amount of institutional purchases of Puget Passes, and the amount of fare evasion.

### ***Interest Earnings***

In 2008, Sound Transit will earn an estimated \$21.1 million in interest on its investments (on an accrual basis). The assumed 2008 effective interest rate on Sound Transit's investments is 4%. On October 28, 2004, the Sound Transit Board adopted resolution R2004-14 that adopted an Asset Liability Management Framework to synchronize the management of the agency's investments and debt on a consolidated basis. This policy superseded Resolution No. 97 and includes four distinct but coordinated policies: Asset Liability Management, Investment, Debt Management and Debt Swap.

### ***Miscellaneous Revenue***

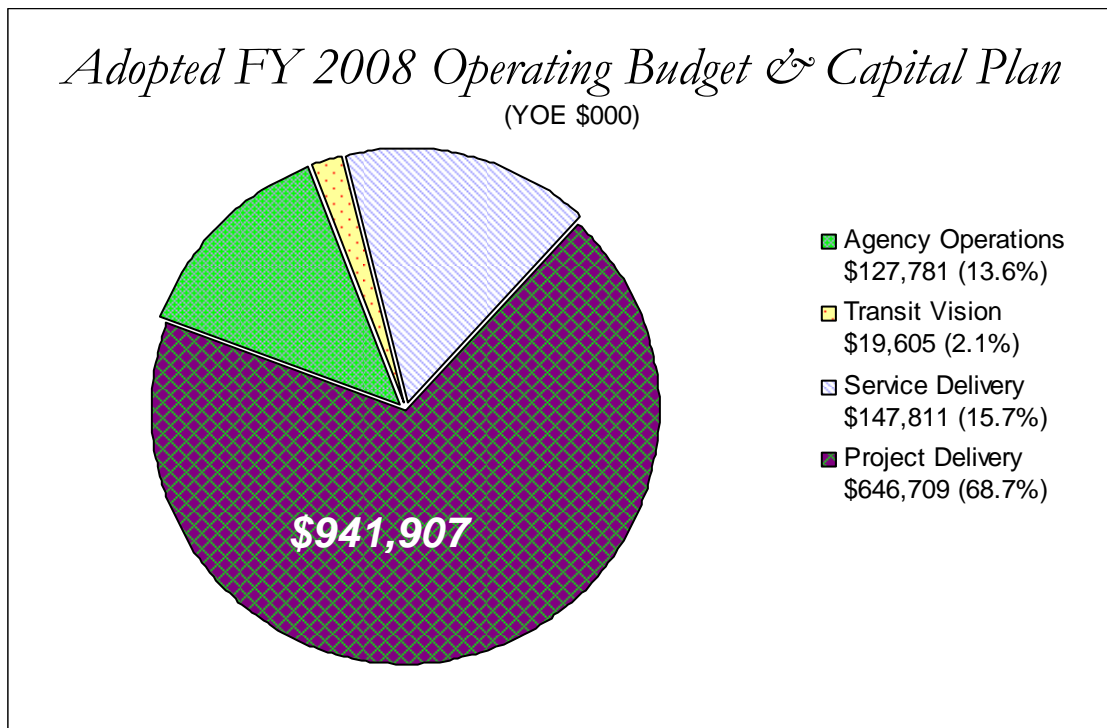
The agency expects to receive a variety of miscellaneous revenue totaling \$5.6 million in 2008. Primarily, these revenues include advertising on Sounder cars and Sound Transit buses along with rental income from Sound Transit properties. The agency will also receive some other miscellaneous payments and contributions from other government or private parties to Sound Transit capital projects. In the budget these revenues are reported on a consolidated basis for the agency.

## Adopted 2008 Budget Summary

The Adopted 2008 Budget represents the eleventh full year of Sound Transit's *Sound Move*. It contains the agency's 2008 operating and capital budgets, a Phase 1 capital spending plan, as well as a 6-year rolling forecast for Service Delivery. Sound Transit uses the January-to-December calendar year for its budget and fiscal year. The total budgeted operating and capital plan for fiscal year 2008 is \$941.9 million.

Sound Transit's Adopted 2008 Budget is organized according to its strategic focus: Transit Vision, Service Delivery, Project Delivery and Agency Operations. As detailed in the budget information above, each of these components has an annual operating expense, an annual capital expenditure, and a long-term capital plan. The following information summarizes the Adopted 2008 Budget by total operating and total capital expenses, regardless of the program area in which it is contained.

The agency maintains a lifetime capital plan, which records historic spending since 1997 and forecasts all capital outlays through 2009. Summaries of the agency's capital budget are presented below and each individual project capital plan is presented in subsequent chapters of the Adopted 2008 Budget. For Service Delivery, to reflect the fact that Sound Transit is now out of the start-up mode, the budget forecasts will no longer only report on a 1997-2009 basis but will also show a six-year rolling forecast of expenses for each mode. This treatment is more in line with other transit properties and provides a more accurate picture of ongoing operations.



Sound Transit Budget Overview 2008 Budget Summary				
	2008 Operating Budget	2008 Capital Budget	Lifetime Capital Budget	6 year rolling forecast (2007-2012)
<b>Transit Vision</b>	\$ 17,149,095	\$ 2,455,580	\$ 15,867,298	N/A
<b>Service Delivery</b>				
Link Light Rail	\$ 3,815,573	\$ -	\$ -	\$ 212,229,401
Sounder commuter rail	32,402,191	-	-	224,827,143
Regional Express bus	80,268,951	-	-	560,025,706
Mobility Initiative Program	1,189,753	-	-	7,911,497
Service Delivery Capital	-	30,135,661	\$ 242,425,433	134,808,227
<i>Subtotal</i>	<b>\$ 117,676,468</b>	<b>\$ 30,135,661</b>	<b>\$ 242,425,433</b>	<b>\$ 1,139,801,973</b>
<b>Project Delivery</b>				
Link light rail	-	523,266,861	4,207,233,701	-
Sounder commuter rail	-	66,507,983	1,219,941,142	-
Regional Express bus	-	56,934,338	785,241,557	-
<i>Subtotal</i>	<b>\$ -</b>	<b>\$ 646,709,182</b>	<b>\$ 6,212,416,401</b>	<b>N/A</b>
<b>Agency Operations</b>				
Net Staff Operations	20,135,802	-	-	-
Community Development Fund	700,000	-	-	-
STart	412,299	2,204,790	16,318,123	-
Research & Technology	150,874	877,294	6,364,852	-
Transit Oriented Development	200,000	-	100,000	-
Capital Replacement	-	22,244,940	375,236,300	-
Administrative Capital	-	1,317,000	23,667,986	-
Net Non-capitalizable costs	6,514,678	-	-	-
Debt Service	3,651,189	69,372,599	-	-
<i>Subtotal</i>	<b>\$ 31,764,842</b>	<b>\$ 96,016,623</b>	<b>\$ 421,687,262</b>	<b>N/A</b>
<b>Total</b>	<b>\$ 166,590,405</b>	<b>\$ 775,317,046</b>	<b>\$ 6,892,396,394</b>	<b>\$ 1,139,801,973</b>

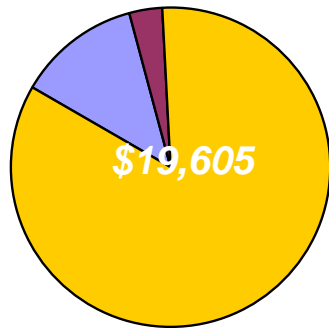
## Transit Vision

Transit Vision consolidates the agency's activities that are related to the development and communication of a long-term plan for regional transit within the Puget Sound region. The program manages the Fare Integration project to implement a seamless system of regional fare media and policies and continues to work on long-range and ST2 planning for the agency.

The Adopted 2008 Budget of \$19.6 million for Transit Vision programs is \$17.1 million in operating expenses and \$2.5 million in capital expenditures. The Adopted lifetime budget of \$98.7 million for this program is \$82.8 million in operating expenses and \$15.9 million in capital expenditures. The Transit Vision lifetime budget was reduced by \$12.8 million due to the transfer of the Research and Technology project to the Finance and Information Technology Department.



*Adopted FY 2008 Transit Vision Budget*  
(YOE \$000)



- Fare Integration - Capital  
\$2,456 (12.5%)
- Fare Integration - Operating  
\$670 (3.4%)
- Phase II Planning - Operating  
\$16,479 (84.1%)

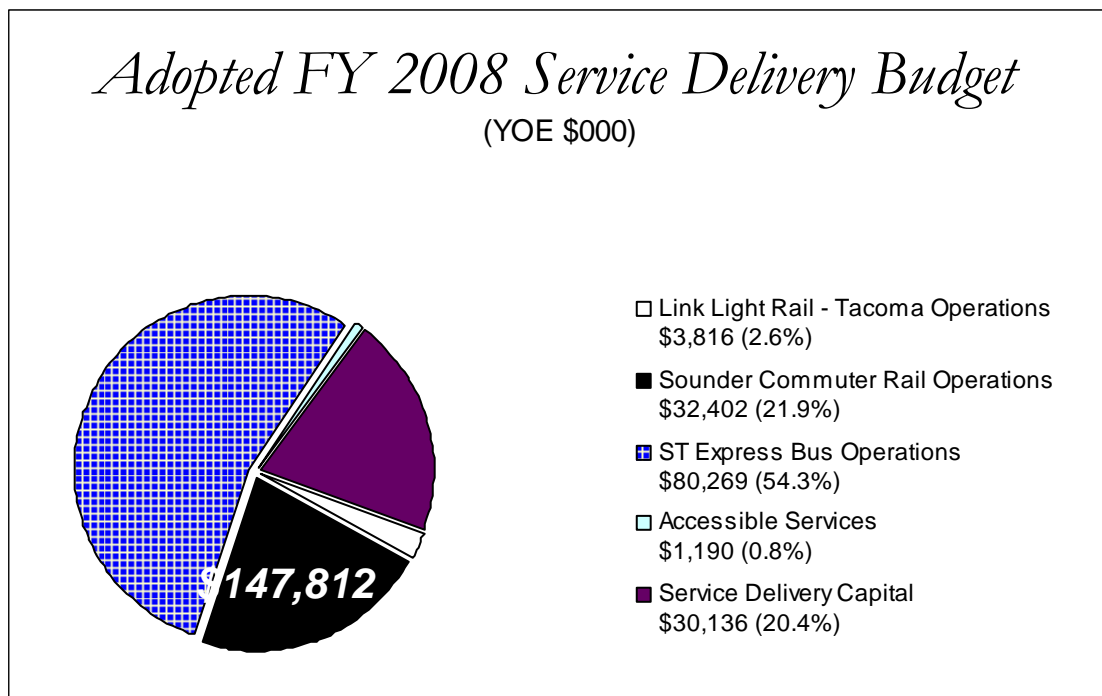
**Transit Vision Budget  
2008 Budget Summary**

	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2016 Budget</b>
<b>Capital Budget</b>		
Fare Integration	\$ 2,455,580	\$ 15,867,298
<i>Subtotal</i>	<b>\$ 2,455,580</b>	<b>\$ 15,867,298</b>
<b>Operating Budget</b>		
Fare Integration	\$ 670,441	\$ 26,672,654
Phase II Planning	16,478,654	56,168,000
<i>Subtotal</i>	<b>\$ 17,149,095</b>	<b>\$ 82,840,654</b>
<b>Total Spending</b>		
Fare Integration	\$ 3,126,021	\$ 42,539,952
Phase II Planning	16,478,654	56,168,000
<b>Total</b>	<b>\$ 19,604,675</b>	<b>\$ 98,707,952</b>

## SERVICE DELIVERY

The Transportation Services Department combines the planning, scheduling and operations for Sounder commuter rail, ST Express regional bus, and Central Link and Tacoma Link light rail. The department also includes customer service, facility maintenance, regionwide signage and wayfinding programs, and the Mobility Initiative Program.

The Adopted 2008 Budget for Service Delivery is \$147.8 million, of which \$117.7 million is for expenses for operations and \$30.2 million is for Service Delivery capital. Operational expenses are divided between the agency's three modal services: \$3.8 million for Tacoma Link operations, \$32.4 million for Sounder, and \$80.3 million for ST Express (not including depreciation), along with \$1.2 million for Accessible Services, which supports all three modes of operations. The budget for operational expenses represents a \$10.4 million, or 8.8 % increase from the Adopted 2007 Budget. This increase reflects increased services for both Sounder and ST Express. More information on transit operations budgets is provided in the Service Delivery section of the budget.



## Reconciliation of Service Delivery Budget Summary

(in YOE \$000s)

<b>Budget</b>	<b>Adopted Budget 2008 Transit Operations</b>	<b>Depreciation</b>	<b>Total Service Delivery</b>
<b>Operating Budget</b>			
Link Light Rail	\$ 3,816	\$ 2,882	\$ 6,697
Sounder Commuter Rail	32,402	18,199	50,602
ST Express Bus	80,269	14,811	95,080
<i>Subtotal</i>	<b>\$ 116,487</b>	<b>\$ 35,892</b>	<b>\$ 152,379</b>
Accessible Services	1,190	-	1,190
<i>Subtotal</i>	<b>\$ 117,676</b>	<b>\$ 35,892</b>	<b>\$ 153,568</b>
<b>Capital Budget</b>	<b>\$ 30,136</b>	<b>\$ -</b>	<b>\$ 30,136</b>
<b>Total Budget</b>	<b>\$ 147,812</b>	<b>\$ 35,892</b>	<b>\$ 183,704</b>

## Service Delivery Budget Summary

2008 Budget Summary by Subarea

(in YOE \$000s)

<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
<b>Operating Budget</b>			
Snohomish County	\$ 18,220	\$ 117,101	\$ 126,964
North King County	-	13,020	126,724
South King County	22,339	163,971	210,884
East King County	42,636	277,166	275,874
Pierce County	34,482	245,281	264,548
<i>Subtotal</i>	<b>\$ 117,676</b>	<b>\$ 816,540</b>	<b>\$ 1,004,994</b>
<b>Capital Budget</b>			
Snohomish County	\$ 5,769	\$ 19,104	\$ 28,075
South King County	4,341	17,534	11,726
East King County	3,016	51,990	48,200
Pierce County	17,009	59,891	46,807
<i>Subtotal</i>	<b>\$ 30,136</b>	<b>\$ 148,519</b>	<b>\$ 134,808</b>
<b>Total Budget</b>	<b>\$ 147,812</b>	<b>\$ 965,059</b>	<b>\$ 1,139,802</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

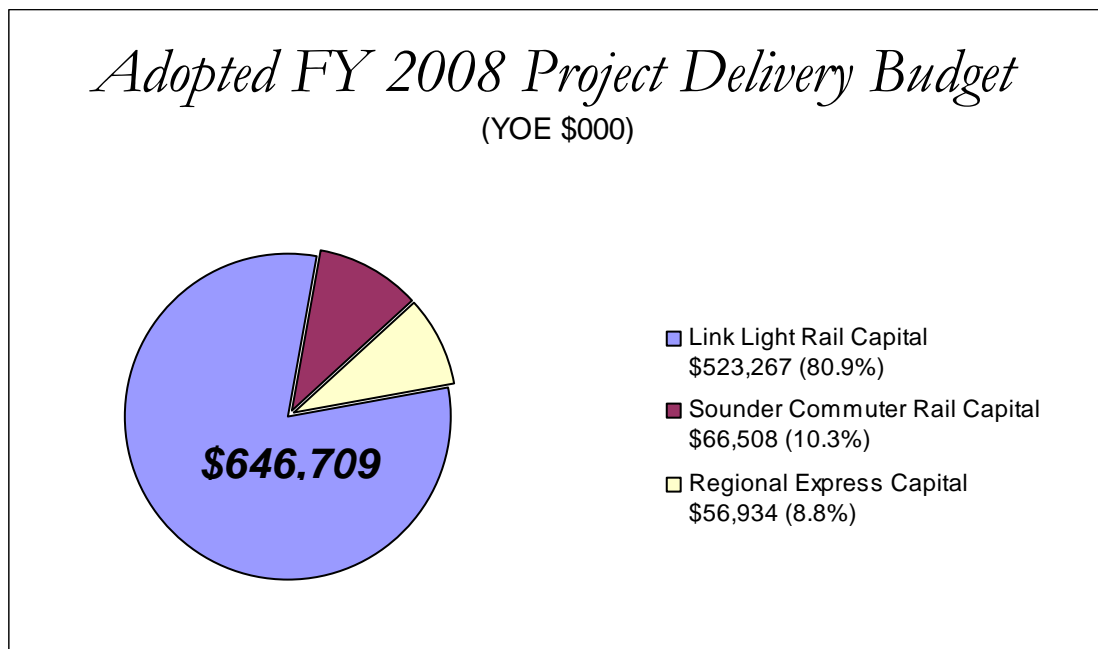
\* Capital budget reflects expenditures through 2013.

\* Link Light Rail includes Tacoma Link and Central Link operations only. Capital costs are included in the Project Delivery Section.

## PROJECT DELIVERY

*Sound Move* included the development of a system of new regional public transit assets. The design and construction of these assets are grouped under Project Delivery. These include the Sounder commuter rail and Regional Express HOV and Community Connection projects, and Link light rail. The Adopted 2008 Budget includes \$646.7 million capital expenditures in 2008. The Adopted 2008 spending plan represents a \$170.3 million decrease from 2007 activity for these capital programs.

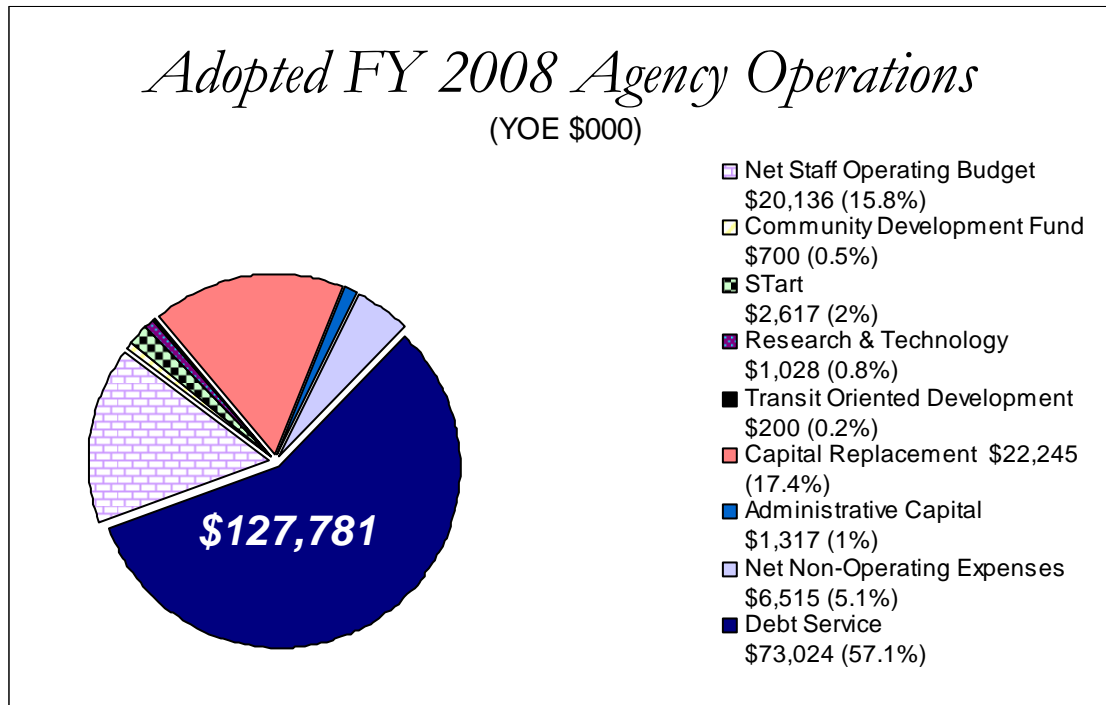
The Adopted 2008 Budget also contains Sound Transit's \$6.2 billion lifetime capital spending plan (1997-2016) that presents detailed expenses on capital assets for each project in the three capital programs.



Project Delivery		
2008 Capital Budget Summary		
	Adopted 2008 Budget	Adopted 1997-2016 Budget
Link light rail	\$ 523,266,861	\$ 4,207,233,701
Sounder commuter rail	66,507,983	1,219,941,142
Regional Express bus	56,934,338	785,241,557
<b>Total</b>	<b>\$ 646,709,182</b>	<b>\$ 6,212,416,401</b>

## AGENCY OPERATIONS

The Adopted 2008 Budget contains \$31.8 million in operating expenses and \$96.0 million in capital outlays related to staff operations, debt service, the Community Development Fund, public art (STart), Research & Technology, Transit Oriented Development, Capital Replacement, and other miscellaneous expenses.



Agency Operations 2008 Budget Summary			
	2008 Operating Budget	2008 Capital Budget	Total
Net Staff Operations	\$ 20,135,802	\$ -	\$ 20,135,802
Community Development Fund	700,000	-	700,000
STart	412,299	2,204,790	2,617,089
Research & Technology	150,874	877,294	1,028,168
Transit Oriented Development	200,000	-	200,000
Capital Replacement	-	22,244,940	22,244,940
Administrative Capital	-	1,317,000	1,317,000
Net Non-Operating Expenses	6,514,678	-	6,514,678
Debt Service	3,651,189	69,372,599	73,023,788
<b>Total</b>	<b>\$ 31,764,842</b>	<b>\$ 96,016,623</b>	<b>\$ 127,781,465</b>

**Staff Operations:** Sound Transit employs corporate staff—which administers its programs and services—and operations staff, which is directly involved in transit operations. The costs for corporate employees and associated expenses are captured within the agency’s staff budgets, which are detailed by the agency’s eight departments. The costs for operations employees are included in the Transportation Services budget and are addressed in the Service Delivery section. The staff costs for the Community Development Fund are also included in the staff operations budget. Sound Transit’s staff operating budget, including depreciation, increased from \$57.3 million in the Adopted 2007 Budget to \$60.6 million in the Adopted 2008 Budget. These costs include salaries and benefits for all agency non-operational employees, materials and supplies, utilities, insurance, depreciation, leases and rentals and other miscellaneous expenses.

## ST Staff Operating Budget Change Summary

<b>Department</b>	<b>Current 2007 Budget</b>	<b>Adopted 2008 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Executive	\$ 3,080,465	\$ 4,691,317	\$ 1,610,852	52%
Finance & Information Technology	12,329,278	13,227,939	898,661	7%
Central Costs	4,623,530	3,910,308	(713,222)	-15%
CDF Staff	95,056	88,930	(6,126)	-6%
Legal	2,774,643	2,889,619	114,976	4%
Link	11,650,025	12,708,853	1,058,828	9%
Capital Projects	3,923,025	3,594,881	(328,144)	-8%
Corporate Services	8,399,998	8,918,330	518,332	6%
Transportation Services	5,318,511	5,223,797	(94,714)	-2%
Policy, Planning, and Public Affairs	5,094,164	5,357,677	263,513	5%
<b>Total Staff Operating Budget</b>	<b>57,288,695</b>	<b>60,611,651</b>	<b>3,322,956</b>	<b>6%</b>
Allocation to Capital	(27,819,146)	(31,067,260)	(3,248,113)	12%
Allocation to Transit Services	(7,936,045)	(7,283,281)	652,764	-8%
Depreciation	(2,636,612)	(2,125,308)	511,304	-19%
<b>Net Staff Operating Budget</b>	<b>\$18,896,892</b>	<b>\$20,135,802</b>	<b>1,238,910</b>	<b>7%</b>

## ST Staff Operating Budget Change Summary

Category	Current 2007 Budget	Adopted 2008 Budget	\$ Change	% Change
Salaries & Benefits	\$ 37,297,542	\$ 41,482,333	\$ 4,184,791	11%
Services	9,749,294	9,217,998	(531,296)	-5%
Materials & Supplies	1,545,229	1,244,911	(300,318)	-19%
Miscellaneous Expenses	2,449,567	2,926,441	476,875	19%
Leases & Rentals	2,009,944	1,947,850	(62,094)	-3%
Other Expenses	1,600,509	1,666,810	66,301	4%
Depreciation	2,636,612	2,125,308	(511,304)	-19%
<b>Total Staff Operating Budget</b>	<b>57,288,696</b>	<b>60,611,651</b>	<b>3,322,955</b>	<b>6%</b>
Allocation to Capital	(27,819,146)	(31,067,260)	(3,248,113)	12%
Allocation to Transit Services	(7,936,045)	(7,283,281)	652,764	-8%
Depreciation	(2,636,612)	(2,125,308)	511,304	-19%
<b>Net Staff Operating Budget</b>	<b>18,896,892</b>	<b>20,135,802</b>	<b>1,238,910</b>	<b>7%</b>

## ST Staffing Plan Summary

Department	Adopted 2007 Budget	Current Staffing Plan	Adopted 2008 Budget	Change to Current
<b>Corporate Staff</b>				
Executive	7.00	23.00	29.00	6.00
Finance & Information Technology	64.00	70.00	73.00	3.00
Legal	19.00	18.00	18.00	-
Link	104.00	96.00	102.00	6.00
Capital Projects	36.25	35.25	30.25	(5.00)
Corporate Services	56.75	57.25	57.25	-
Transportation Services	35.60	30.60	30.60	-
Policy, Planning, and Public Affairs	30.25	30.25	31.25	1.00
<b>Total Corporate Staff</b>	<b>352.85</b>	<b>360.35</b>	<b>371.35</b>	<b>11.00</b>
<b>Operations Staff</b>				
Accessible Services	2.00	2.00	2.33	0.33
Regional Express Bus Operations	2.00	2.00	2.33	0.33
Sounder Commuter Rail Operations	3.00	3.00	4.33	1.33
Tacoma Link Light Rail Operations	17.00	17.00	17.00	-
<b>Total Operations Staff</b>	<b>24.00</b>	<b>24.00</b>	<b>26.00</b>	<b>2.00</b>
<b>Total Sound Transit Staff</b>	<b>376.85</b>	<b>384.35</b>	<b>397.35</b>	<b>13.00</b>

**Community Development Fund (CDF):** The Sound Transit Board established a \$50 million fund to supplement the mitigation of impacts associated with construction and operation of light

rail in southeast Seattle. The Adopted 2008 Budget contains \$792 thousand of Sound Transit internal expenses for the CDF mitigation payments, advances and administrative costs. The costs of supporting the CDF are included in the agency staff operations budget.

**S<sup>T</sup>art:** The Sound Transit Board has endorsed a public art program to work with artists, community and project staff to develop art projects for the agency's capital projects to reflect the community's interest and that reflects positively on the agency. The Adopted 2008 S<sup>T</sup>art budget includes \$412.3 thousand operating costs and \$2.2 million capital costs.

**Research and Technology:** Research and Technology is a *Sound Move* Phase I project to assess research and implement new transit technologies. The Adopted 2008 Budget for The Research and Technology Project includes \$151 thousand operating costs and \$877 thousand capital costs.

**Transit Oriented Development (TOD):** The Sound Transit Board has adopted policies to promote public and private development that supports transit use by emphasizing pedestrian and transit access, clustering development and mixing land uses. These efforts include station area planning and joint development opportunities. The Adopted 2008 Budget for TOD expenses is \$200 thousand.

**Capital Replacement:** The Adopted 2008 Budget contains \$22.2 million for contributions to a sinking fund for major maintenance and repair of Sound Transit capital assets. The contributions to the capital replacement reserve are consistent with the agency's long term financial plan and methodologies outlined by the Federal Transit Administration (FTA). In Fall of 2007, staff will present a policy for capital replacement allocation and accounting treatment for the Board's consideration.

**Miscellaneous:** Agency Operations also includes expenses for administrative capital and non-operational expenses. The Adopted 2008 Budget for these expenditures is \$1.3 million and \$48.4 million respectively.

**Debt Service:** In July 2005, Sound Transit had \$768.5 million of long-term bonds outstanding, the proceeds of which were used to finance construction of capital projects. In December 2007 after the board of directors approved Resolution 2007-22 providing for the issuance of new bonds, \$450 million in bonds were issued with maturity dates on the 2007 issue of bonds ranging from 2008 to 2036.. Payment of interest and amortization of issuance costs on the Sound Transit bonds is \$73.0 million for 2008.



# Sound Transit Lifetime Capital Plan

## Adopted 2008 Budget (in \$000) by Subarea/Department

Description	2007 Current Budget	2008 Adopted	Change	% Change
<b>Snohomish County</b>				
STart Capital	1,058	1,084	27	2.51%
Souder	382,725	382,698	-27	-0.01%
Regional Express	157,681	157,681	0	0.00%
Service Delivery Capital	39,494	40,065	571	1.45%
TOD Capital	100	100	0	0.00%
Agency Operations	28,835	79,556	50,721	175.90%
<b>Snohomish County</b>	<b>609,893</b>	<b>661,185</b>	<b>51,293</b>	<b>8.41%</b>
<b>North King County</b>				
STart Capital	6,757	6,757	0	0.00%
Light Rail Capital	3,167,781	3,292,925	125,144	3.95%
Agency Operations	0	35,055	35,055	NA
<b>North King County</b>	<b>3,174,538</b>	<b>3,334,737</b>	<b>160,199</b>	<b>5.05%</b>
<b>South King County</b>				
STart Capital	4,319	4,319	0	0.00%
Souder	360,969	360,969	0	0.00%
Light Rail Capital	859,038	833,893	-25,145	-2.93%
Regional Express	78,733	78,733	0	0.00%
Service Delivery Capital	21,231	22,084	853	4.02%
Agency Operations	0	70,109	70,109	NA
<b>South King County</b>	<b>1,324,291</b>	<b>1,370,107</b>	<b>45,816</b>	<b>3.46%</b>
<b>East King County</b>				
STart Capital	2,633	2,633	0	0.00%
Regional Express	528,081	528,081	0	0.00%
Service Delivery Capital	83,912	96,325	12,413	14.79%
Agency Operations	38,840	63,264	24,424	62.88%
<b>East King County</b>	<b>653,466</b>	<b>690,302</b>	<b>36,837</b>	<b>5.64%</b>
<b>Pierce County</b>				
STart Capital	1,525	1,525	0	0.00%
Souder	476,274	476,274	0	0.00%
Light Rail Capital	80,416	80,416	0	0.00%
Regional Express	20,745	20,745	0	0.00%
Service Delivery Capital	73,261	83,951	10,690	14.59%
Agency Operations	51,741	127,253	75,512	145.94%
<b>Pierce County</b>	<b>703,963</b>	<b>790,165</b>	<b>86,202</b>	<b>12.25%</b>
<b>Regional Fund</b>				
Transit Vision Capital	13,304	15,867	2,563	19.27%
Agency Operations	25,577	30,033	4,456	17.42%
<b>Regional Fund</b>	<b>38,881</b>	<b>45,900</b>	<b>7,019</b>	<b>18.05%</b>
<b>Agency Total</b>	<b>6,505,030</b>	<b>6,892,396</b>	<b>387,366</b>	<b>5.95%</b>

# Sound Transit Lifetime Capital Plan

## Adopted 2008 Budget (In \$000) by Department/Subarea

Description	2007 Current Budget	2008 Adopted	Change	% Change
<b>STart Capital</b>				
Snohomish County	1,058	1,084	27	2.51%
North King County	6,757	6,757	0	0.00%
South King County	4,319	4,319	0	0.00%
East King County	2,633	2,633	0	0.00%
Pierce County	1,525	1,525	0	0.00%
STart Capital	16,292	16,318	27	0.16%
<b>Sounder</b>				
Snohomish County	382,725	382,698	-27	-0.01%
South King County	360,969	360,969	0	0.00%
Pierce County	476,274	476,274	0	0.00%
Sounder	1,219,968	1,219,941	-27	0.00%
<b>Light Rail Capital</b>				
North King County	3,167,781	3,292,925	125,144	3.95%
South King County	859,038	833,893	-25,145	-2.93%
Pierce County	80,416	80,416	0	0.00%
Light Rail Capital	4,107,235	4,207,234	99,999	2.43%
<b>Regional Express</b>				
Snohomish County	157,681	157,681	0	0.00%
South King County	78,733	78,733	0	0.00%
East King County	528,081	528,081	0	0.00%
Pierce County	20,745	20,745	0	0.00%
Regional Express	785,242	785,242	0	0.00%
<b>Transit Vision Capital</b>				
Regional Fund	13,304	15,867	2,563	19.27%
Transit Vision Capital	13,304	15,867	2,563	19.27%
<b>Service Delivery Capital</b>				
Snohomish County	39,494	40,065	571	1.45%
South King County	21,231	22,084	853	4.02%
East King County	83,912	96,325	12,413	14.79%
Pierce County	73,261	83,951	10,690	14.59%
Service Delivery Capital	217,898	242,425	24,527	11.26%
<b>TOD Capital</b>				
Snohomish County	100	100	0	0.00%
TOD Capital	100	100	0	0.00%
<b>Agency Operations</b>				
Snohomish County	28,835	79,556	50,721	175.90%
North King County	0	35,055	35,055	NA
South King County	0	70,109	70,109	NA
East King County	38,840	63,264	24,424	62.88%
Pierce County	51,741	127,253	75,512	145.94%
Regional Fund	25,577	30,033	4,456	17.42%
Agency Operations	144,993	405,269	260,276	179.51%
<b>Agency Total</b>	<b>6,505,030</b>	<b>6,892,396</b>	<b>387,366</b>	<b>5.95%</b>

## Sound Transit Adopted 2008 Capital Budget

*In \$000*

Project	Project Name	2008 Adopted	2008 Adopted Lifetime
	<b>STart Capital</b>		
000	STart Program	2,205	16,318
	<b>STart Capital</b>	<b>2,205</b>	<b>16,318</b>
	<b>Souder</b>		
100	Everett-Seattle Track & Signal	34	303,326
101	Willow Creek Environmental Mitigation	253	1,001
110	Seattle-Auburn Track & Signal	11,170	255,469
120	Auburn-Tacoma Track & Signal	9,036	205,295
130	M Street-Lakewood Track & Signal	5,160	73,601
131	Permitting/Environmental Mitigation	588	10,288
135	D Street-M Street Track & Signal	2,071	76,025
140	Layover	3,159	24,424
150	Nisqually-Lakewood ROW	0	16,101
201	Everett Station	8,316	28,774
205	Mukilteo Station, North Platform	3,578	10,221
206	Mukilteo Station, South Platform	956	9,371
207	Edmonds Station (Temporary)	0	177
209	Edmonds Station	2,757	12,929
231	King Street Station	0	7,928
233	Boeing Access Rd Station	0	65
235	Tukwila Station (Temporary)	0	2,837
236	Tukwila Station	651	16,434
237	Kent Station	0	32,388
239	Auburn Station	0	25,815
241	Sumner Station	0	8,741
243	Puyallup Station	0	13,336
245	Tacoma Dome Station	0	9,767
247	Reservation-Freighthouse	0	19,889
251	South Tacoma Station	7,770	16,476
253	Lakewood Station	11,009	32,920
255	Lakewood CBD	0	1,816
600	Souder Program Reserve	0	4,527
	<b>Souder</b>	<b>66,508</b>	<b>1,219,941</b>
	<b>Light Rail Capital</b>		
100	North Link - Northgate to 45th St	2,573	9,000
200	University Link - Pine St Stub Tunnel (PSST) to UW Station	133,480	1,614,007
290	North Link - UW Station to Brooklyn Station (NE 45th St)	17,121	36,992
300	Initial Segment	275,056	2,070,000
390	DSTT Debt Service	0	24,919
399	Initial Segment Project Reserve	0	128,300
400	Airport Link	95,037	243,600
500	Tacoma Link	0	80,416
	<b>Light Rail Capital</b>	<b>523,267</b>	<b>4,207,234</b>
	<b>Regional Express</b>		
105	Ash Way Transit Access/164th SW	77	18,993

*Note: Figures shown are rounded to nearest thousand, so totals may vary from the detail*

## Sound Transit Adopted 2008 Capital Budget

*In \$000*

Project	Project Name	2008 Adopted	2008 Adopted Lifetime
111	Lynnwood HOV Access/46th Ave W	0	25,694
125	Federal Way HOV Access/S 317th	835	32,618
131	Star Lake Freeway Station/S 272nd	1,018	4,113
135	I-405 @ Southcenter	0	55
140	Totem Lake Freeway Station/NE 128th	110	76,263
141	85th Corridor, Kirkland	1,973	6,015
142	Kirkland Transit Center/3rd	3,483	13,300
144	Redmond Way, Redmond	0	2,130
145	Bellevue HOV Access	96	71,566
150	Renton HOV Access/N 8th	9,309	67,075
151	Rainier Avenue Arterial Improvements	3,132	15,717
152	Strander Boulevard Extension	1,478	4,219
160	Eastgate HOV Access/142nd Ave SE	62	38,908
165	I-90 @ Sunset Interchange	0	9,185
166	SR900 Park-And-Ride Arterial Improvements	0	7,117
311	Lynnwood Transit Ctr/46th Ave W	0	30,314
312	Mountlake Terrace Freeway Station/236th SW	1,637	25,545
314	S Everett Transit Center	0	31
316	N Everett Transit Center/Everett Comm College	55	1,698
319	S Everett Freeway Station/112th SE	5,457	31,209
321	Federal Way Transit Center/S 317th	3	39,455
322	Bellevue Transit Center/NE 6th	0	15,453
323	Bellevue Rider Services Bldg	0	3,501
324	Canyon Park Freeway Station	31	10,728
326	Issaquah Transit Center/SR900	2,600	29,482
328	Totem Lake Transit Center/Evergreen Medical Center	3,389	7,743
330	Newcastle Transit Center/SE 70th	1,938	7,223
332	Overlake Transit Center/NE 40th	0	10,939
340	Ash Way Park-And-Ride	0	1,114
342	Swamp Creek Park-And-Ride	0	303
345	Lynnwood SR99 Transit Lanes	0	2,546
346	E Everett Park-And-Ride	0	86
350	Redondo Heights Park-And-Ride/SR99	0	2,483
352	Other Park-And-Ride Expansion	0	10
354	Mercer Island Park-And-Ride/N Mercer Way	1,056	16,829
355	Issaquah Highlands Park-And-Ride/Highland Dr	0	8,116
356	Tacoma Dome Station	0	10,805
358	South Hill Park-And-Ride/94th Ave E	0	5,625
360	Dupont Station/Wilmington Dr	0	4,314
370	Pacific Avenue Overpass	0	16,222
372	Bothell Branch Campus Access	1,618	3,860
374	Redmond Transit Center/NE 83rd	1,888	6,931
376	Woodinville Arterial HOV/SR202/SR522	0	1,424
378	Yarrow Point Stop Improvements	0	109
380	Sammamish Park-And-Ride/228th SE	0	7,179
382	I-90 Two-Way Transit & HOV Operations, Stage 1	8,610	25,782
384	SR522 HOV Enhancements/Kenmore	3,365	8,791
385	SR522 HOV Enhancements/Bothell	1,977	8,601

*Note: Figures shown are rounded to nearest thousand, so totals may vary from the detail*

## Sound Transit Adopted 2008 Capital Budget

*In \$000*

Project	Project Name	2008 Adopted	2008 Adopted Lifetime
386	I-90 Two-Way Transit & HOV Operations, Stage 2	1,738	19,372
387	I-90 Two-Way Transit & HOV Operations, Stage 3	0	1,722
395	Funds For Other Projects	0	31
999	Regional Express Program Reserve	0	26,697
	<b>Regional Express</b>	<b>56,934</b>	<b>785,242</b>
	<b>Transit Vision Capital</b>		
405	Fare Integration	2,456	15,867
	<b>Transit Vision Capital</b>	<b>2,456</b>	<b>15,867</b>
	<b>Service Delivery Capital</b>		
212	Ticket Vending Machines	650	7,678
216	Passenger Information System/CCTV	480	6,231
261	Bus Maintenance Facility	3,700	19,097
290	ST Express Fleet Program	6,281	103,686
356	Tacoma Dome Station	0	311
701	ST Express Fleet Replacement Program	8,904	80,861
702	Sounder Fleet Program	1,000	2,434
740	Small Works Program	475	3,135
741	Auburn Bus Loop Concrete Replacement	519	521
742	King Street Station Platform Lighting	0	0
743	Homeland Security Enhancements	422	947
744	Talking Signs	963	2,379
745	ST Express Mobile Communications Projects	2,376	10,781
746	Regional Mobility Parking Enhancements	4,200	4,200
747	Security Office Expansion	165	165
	<b>Service Delivery Capital</b>	<b>30,136</b>	<b>242,425</b>
	<b>TOD Capital</b>		
340	Ashway TOD	0	100
	<b>TOD Capital</b>	<b>0</b>	<b>100</b>
	<b>Agency Operations</b>		
001	Agency Administration	1,317	23,668
410	Research & Technology	877	6,365
500	Capital Replacement	22,245	375,236
	<b>Agency Operations</b>	<b>24,439</b>	<b>405,269</b>
	<b>Total Capital budget</b>	<b>705,944</b>	<b>6,892,396</b>

*Note: Figures shown are rounded to nearest thousand, so totals may vary from the detail*

***This page intentionally left blank***

## **TRANSIT VISION (SYSTEM DEVELOPMENT AND INTEGRATION)**

### **PROGRAM SUMMARY**

The Office of Policy, Planning, and Public Affairs (O3PA) was created during the agency re-organization of October 2006. Its functions are dedicated to addressing the area of strategic focus referred to as “Transit Vision” in the 2006 and 2007 budgets. O3PA is comprised of four divisions - the Office of Policy and Planning, Government and Community Relations, Media Relations and Public Information and Board Administration.

This section of the agency budget has been labeled “Transit Vision.” This year, the Transit Vision heading is in the process of being updated to “System Development and Integration” in order to better articulate the agency’s priority on – and this department’s responsibility for – improving regional transit service by expanding and integrating the high capacity transit system.

O3PA is charged with working with the Sound Transit Board, the public, and partner jurisdictions to shape the agency’s priorities and policies for expanding and integrating the regional transit system. The department has led the agency’s effort to shape the Sound Transit 2 Plan that will go before voters in November 2007, carrying out the technical work needed for the region’s communities and the Board to make decisions that deliver the greatest long-term benefits to region’s residents. O3PA maintains responsibility for informing and facilitating the participation of key stakeholders throughout the region and general public. O3PA maintains responsibility for government relations, community relations and media relations spanning all of the agencies activities, working with every department of the agency to provide the public with timely information and opportunities for involvement. O3PA facilitates the deliberations and actions of the Sound Transit Board and its committees, ensuring proceedings comply with state law and fulfill the Board’s commitment to operate in an open and transparent fashion.

This section of the budget covers the operating expenses and capital expenditures for activity in 2008 toward Sound Transit 2 and fare integration. Staff budgets for the Office of Policy, Planning, and Public Affairs are included in the Agency Operations section of the budget document.

### **Sound Transit 2—building on success**

A healthy transit system is vital for the economy and quality of life in the region, particularly when faced with an estimated population increase of more than 40 percent by 2040. The core of the regional transit system -- *Sound Move*, approved by voters in 1996 -- is well under way. Sound Transit now carries more than 12 million riders annually. Sounder commuter trains run every weekday on 75 miles of track. ST Express buses connect population and employment centers throughout the region. Tacoma Link light rail trains are breaking ridership expectations. Construction is under way on the Central Link light rail system in Seattle and on transit centers and park-and-ride lots throughout King, Pierce, and Snohomish counties.

*Sound Move* represents an important first step in building a regional system, but more work remains. Planning efforts culminated in a proposal, adopted by the Sound Transit Board on May 24, 2007, to expand the regional system and was submitted to voters for approval in November 2007. The proposal was accompanied by a companion package of regional road investments, the

Regional Transportation Investment District's "Blueprint for Progress". This joint ballot was mandated by the Washington State Legislature during its 2006 session. Sound Transit worked with the RTID and the Washington State Department of Transportation to craft an integrated plan for transit and road improvements in the region's most heavily traveled corridors to address congestion, reduce travel time, improve safety, and make trips more predictable. Together, the combined programs, known as Proposition 1, failed to receive voter approval on November 6, 2007.

## **Office of Policy and Planning (OPP)**

OPP provides agency and regional leadership in planning the regional HCT system; formulating public policy related to regional transit planning and system integration; coordinating regional transit fare policies and implementing regional fare technology and media; providing development review assistance to local jurisdictions to facilitate implementation of regional smart growth objectives; ensuring Sound Transit's needs are heard at the national level with respect to implementation of federal SAFETEA-LU mandates; and coordinating internal and external efforts for the update to the Sound Transit 2 plan. OPP leads the technical planning for Sound Transit 2 and is responsible for the planning that supported the Board's update of the Long-Range Plan (July 2005) and the development of the Sound Transit 2 Plan. Both of these efforts build upon the achievements of *Sound Move*.

In addition to its work on the update to Sound Transit 2, OPP also manages the Fare Integration Program, delivering the "seamless" system that was promised in *Sound Move*. While progress has been made in the near term to institute the PugetPass, OPP is working closely with Sound Transit's regional partners to deliver a new system based on smart card technology which will allow customers to use the same card for fare payment for multiple transit services, including the Washington State Ferries, operated by various agencies. This future method of fare payment, scheduled to roll out prior to the opening of the Central Link light rail line, will make the system even more seamless for passengers; reduce cash transactions; and provide the basis for more accurate analysis of transit market patterns in the region.

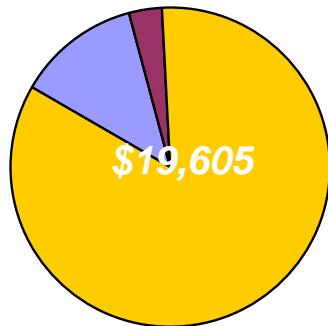
OPP also develops agency-wide policies and coordinates regional transportation planning efforts for Sound Transit. In addition to these specific responsibilities, it is responsible for addressing issues affecting all lines of business and coordinating transit reporting to the state and federal governments. OPP also supports the Sound Transit Board in its role of policy setting and long-range planning by developing alternative courses of action for its consideration that are realistic, timely, clear, and balanced. It works to develop internal policies that are consistent across all departments. It coordinates agency work with the Puget Sound Regional Council.

## **OFFICE OF POLICY AND PLANNING BUDGET**

The Adopted 2008 Budget contains \$17.1 million in operating expenses and \$2.5 million in capital expenditures for activity in 2008 toward Sound Transit 2 and fare integration. The Adopted 1997-2009 lifetime budget for the two projects is \$82.8 million in operating expenses, and \$15.9 million in capital expenditures. Staff budgets for the Office of Policy, Planning and Public Affairs are included in the Agency Operations section of the budget document.



*Adopted FY 2008 Transit Vision Budget*  
(YOE \$000)



- Fare Integration - Capital  
\$2,456 (12.5%)
- Fare Integration - Operating  
\$670 (3.4%)
- Phase II Planning - Operating  
\$16,479 (84.1%)

**Transit Vision Budget  
2008 Budget Summary**

	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2016 Budget</b>
<b>Capital Budget</b>		
Fare Integration	\$ 2,455,580	\$ 15,867,298
<i>Subtotal</i>	<b>\$ 2,455,580</b>	<b>\$ 15,867,298</b>
<b>Operating Budget</b>		
Fare Integration	\$ 670,441	\$ 26,672,654
Phase II Planning	16,478,654	56,168,000
<i>Subtotal</i>	<b>\$ 17,149,095</b>	<b>\$ 82,840,654</b>
<b>Total Spending</b>		
Fare Integration	\$ 3,126,021	\$ 42,539,952
Phase II Planning	16,478,654	56,168,000
<b>Total</b>	<b>\$ 19,604,675</b>	<b>\$ 98,707,952</b>

***Transfer of Research & Technology Project***

The Research and Technology Project was transferred to the Finance and Information Technology Department and appears in the Agency Operations section of this budget book.

## ***Phase 2 Planning***

The High Capacity Transit (HCT) Phase 2 Planning Program has proceeded with building on the updated Long-Range Plan to develop a second phase High Capacity Transit implementation plan now designated “ST2.” Conceptual study, planning and detailed evaluation of potential ST2 projects, including ridership forecasting and conceptual cost estimating for a broad range of high capacity transit corridors, segments, alignments, projects and supporting projects and programs, continued throughout 2007. The work plan for 2008 will be scoped for an appropriate agency response to the unsuccessful outcome of the Roads & Transit Proposition 1 ballot measure, potentially including submittal of a revised plan to the voters during 2008. An update to the ST2 plan is being prepared, along with extensive outreach, to inform the Board of their options related to a potential November 2008 ballot measure.

## ***Budget Changes for Phase 2 Planning***

The lifetime operating budget of \$56.2 million for Phase 2 Planning is Unchanged from the 2007 adopted budget

The adopted operating budget for activity in 2008 is \$16.5 million for Phase 2 Planning.

## ***Fare Integration***

Fare Integration is responsible for promoting regional mobility through a system of seamless regional fare media and policies. The keystone of the program is the Regional Fare and Pass Reconciliation Agreement, which forms the basis for regional account reconciliation and the PugetPass. The agreement allows all five of the region’s transit agencies to pool pass revenue into one account. It allows passes and cash transfers to be valid on all transit systems, regardless of purchase location, while insuring that agencies are compensated for the boardings provided. The basis for revenue reconciliation is research data, which is updated periodically based on on-board survey research conducted by Sound Transit. Fare Integration also oversees institutional passes such as FlexPass and U-Pass and negotiates pricing with Sound Transit’s partners and customers. PugetPass and institutional passes will soon be replaced with “smart cards,” an electronic fare payment system which will allow for more accurate and timely data, faster boardings, and a simpler reconciliation process. In 2007, the partner agencies completed a major test of the system. Improvements and fixes identified during the test will be made as the system is fully built out through 2007-08, with for full system implementation targeted for late 2008.

## ***Budget Changes for Fare Integration***

The total combined lifetime operating and capital budget of \$42.5 million for Fare Integration is unchanged from the total lifetime budget in the Adopted 2007 Budget. The total lifetime capital budget of \$15.9 million includes an increase of \$2.6 million that was transferred from the operating budget. The total lifetime operating budget of \$26.7 million includes the \$2.6 million reduction for the transfer to the capital budget.

The Adopted 2008 operating budget of \$670 thousand and capital budget of \$2.5 million is for continued work on fare integration. Since the 2007 budget was established, smart card project milestone payment delays have deferred the majority of project expenses by one fiscal year. The 2008 budget increases the funding allocated for ticket vending machine expenses in 2008 and subsequent years to provide for potential expansion of the TVM system once integration with the smart card system occurs. This integration increases the flexibility and potential regional uses for self-service smart card vending purposes.

# Transit Vision Capital

## Project

405 Fare Integration

## Description

The purpose of the Fare Integration Program is to develop a uniform, single-ticket fare system and integrated fare policy for the region's entire public transit service network. Currently, the Puget Pass program provides a means for transit riders to use a single piece of fare media to ride all transit services in the three-county region. Puget Pass was embraced by regional transit agencies as a significant commitment to the one-ticket ride concept and was seen as an interim step toward implementation of Smart Card technology.

Smart card is a cooperative effort of 7 different agencies providing public transportation, including Sound Transit, Community Transit, Everett Transit, King County Metro, Kitsap Transit, Pierce Transit and Washington State Ferries. In 2008, ST's Fare Integration Program and representatives from the other agencies will complete implementation and roll out of a seamless fare payment system among the 7 agencies.

Changes since 2007 budget: Project milestone payment delays have deferred the majority of project expenses by one fiscal year. Additional funds have been budgeted for ticket vending machine expenses to provide for potential expansion of the TVM system once integration with the smart card system increases the flexibility and potential regional uses for self-service smart card vending purposes.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	13,304
2008 Adopted budget (in \$000)	15,867

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Regional Fund	4,364	1,309	2,456	7,689	50	0	0	0	15,867
<b>Total</b>	<b>4,364</b>	<b>1,309</b>	<b>2,456</b>	<b>7,689</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,867</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	32	0	0	0	0	0	0	0	32
Fare Integration/Research	4,332	1,309	2,456	7,689	50	0	0	0	15,835
<b>Total</b>	<b>4,364</b>	<b>1,309</b>	<b>2,456</b>	<b>7,689</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,867</b>

***This page intentionally left blank***

# SERVICE DELIVERY

## PROGRAM SUMMARY

Sound Transit's Service Delivery program consists of the operations of the ST Express bus, Sounder commuter rail and Central and Tacoma Link light rail systems. ST Express operates 19 regional bus routes, Sounder North line offers three daily roundtrips between Everett and Seattle, Sounder South line runs six daily round trips between Tacoma and Seattle, including a reverse commute option, and Tacoma Link provides service in the downtown Tacoma area.

For 2008, these operations will add over 640,000 service hours to the region's mix of transportation choices, up about 3% over 2007. The 2008 ridership target is 14.6 million total boardings and average weekday boardings of about 50,000, given current estimates and analysis of near-term economic conditions. Additionally, more than 30 facilities, including multimodal stations, commuter and light rail stations, transit centers and park-and-ride lots provide essential regional transportation connections and high quality customer amenities. The continuation of the 36-month operational start-up period of the Central Link Initial Segment will be a key element of the 2008 work program.

The Transportation Services Department manages these operations and facilities, along with service planning and development for all modes, fleet and signage, customer service and accessibility (including compliance with the Americans with Disabilities Act [ADA]), and the agency's corporate facilities. Transportation Services is also responsible for regional transit system integration and coordination activities such as the Transit Integration Group (TIG). Following are highlights of 2008 work activities and initiatives.

## 2008 Highlights

### Service Delivery

#### *Systemwide*

- Work with WSDOT and partners to develop highway construction service mitigation plans.
- Coordinate Transportation Services phase of agencywide performance measurement system.
- Support implementation of Smart Card system.
- Delivery of safe, reliable, user-friendly, and cost-effective bus and rail services to our customers.

#### *Tacoma Link Operations*

- Additional passengers as a result of tall ships exhibition in July 2008. As a result of lessons learned from the same event two years before, service will be provided earlier in the day to meet ridership demand.
- Continued special event service, extending hours to accommodate events at the Tacoma Dome, and Downtown Tacoma.

#### *Central Link Operations*

- Operations and Maintenance facility will be occupied by King County Metro as the final two years of rail activation take place
- King County Metro will staff up to nearly 100 employees to accomplish vehicle and system testing along the light rail test track. Other key activities include continued development of operations and maintenance plans and standard operating procedures.

### ***ST Express Bus Operations***

- Express service from Lakewood to Tacoma will begin in 2008.
- Service to the South Everett Freeway Station will begin in 2008.
- Develop bus procurement plan for fleet replacement scheduled to begin in 2011. Included in this planned will be an evaluation of alternative technologies in support of the Agency Sustainability Initiative.

### ***Sounder Commuter Rail Operations***

- South Line: Sounder will add three commuter trains between Seattle and Tacoma in September 2008. The addition includes a second reverse commute with a morning train heading south from Seattle's King Street Station and returning in the afternoon from the Tacoma Dome Station.
- North Line: Sounder will begin a fourth round-trip between Everett and Seattle, with service expected to begin in the last quarter of the year.
- Sounder will continue to offer event service to Mariner baseball and Seahawk football games. Additional capacity will be added to meet the demand for this popular service.

### ***Customer Services***

- Conduct annual Customer Service Satisfaction survey. Results will be compared to prior years' surveys and trends will be evaluated and addressed as necessary
- Coordinate with transit partners on regional customer services including comment response, rider information and trip planning.

### ***Facilities, Signage and Fleet***

- New facilities coming on line for 2008 include two freeway stations, one transit center, the addition of two Sounder stations and one platform and the expansion of another station, and the addition of three Central link stations, bringing the total number of facilities managed and operated to more than 30.

### ***Service Planning & Development***

- Development and approval of annual 2009 Service Implementation Plan (SIP).
- Implement 2008 service changes as called for in the 2008 SIP.
- Implement service standards to improve system productivity and optimize the use of resources.

## **Project Delivery**

### ***Accessible Services***

- The first phases of the Talking Signs project will be completed and installed throughout the region.

### ***ST Express Bus Operations***

- The first phases of the Pierce Transit Mobile Communications project should be completed, providing access to advanced technology for both customers and operations staff.
- Coordinate with partner staff on the development and implementation of plans for enhancements to the capacity of the maintenance facilities necessary to maintain the ST Express fleet.

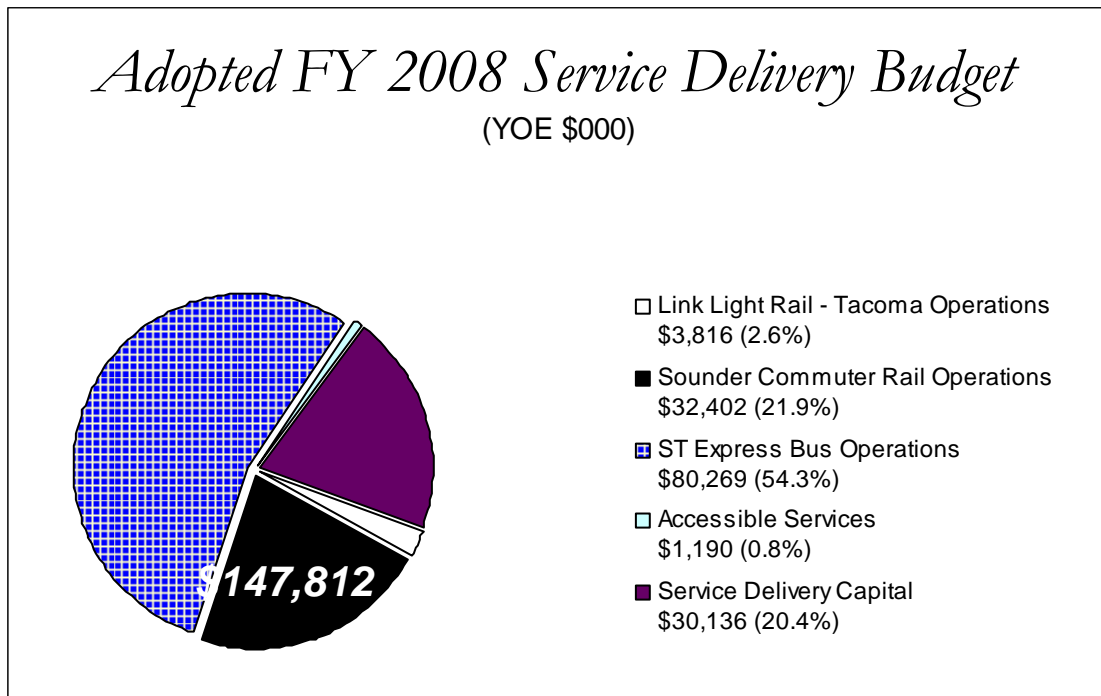
## Stewardship of Resources

### *Facilities, Signage and Fleet*

- Implement cost savings measures identified from using industry standards from the Building Owners and Managers Association as well as the International Facilities Management Association.
- Upgrade the facilities management program to help control maintenance costs and frequency of planned and preventive service at our sites.

## Adopted 2008 Budget Overview

The Transportation Services Adopted 2008 Budget is \$147.8 million, consisting of \$30.1 million for capital expenditures and \$117.7 million for transit operations. The Adopted 2008 rolling six-year forecast (2008-2013) for the Transportation Services program is \$1,139.8 million, consisting of \$134.8 million for capital expenditures and \$1,005.0 million for operations



Note: These figures include contingency, but not depreciation.

**Service Delivery Budget Summary**  
**2008 Budget Summary**  
(in YOE \$000s)

<b>Budget</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
<b>Operating Budget</b>			
Link Light Rail	\$ 3,816	\$ 40,117	\$ 212,229
Sounder Commuter Rail	32,402	206,661	224,827
ST Express Bus	80,269	566,150	560,026
<i>Subtotal</i>	<b>\$ 116,487</b>	<b>\$ 812,929</b>	<b>\$ 997,082</b>
Accessible Services	1,190	3,612	7,911
<i>Subtotal</i>	<b>\$ 117,676</b>	<b>\$ 816,540</b>	<b>\$ 1,004,994</b>
<b>Capital Budget</b>	<b>\$ 30,136</b>	<b>\$ 148,519</b>	<b>\$ 134,808</b>
<b>Total Budget</b>	<b>\$ 147,812</b>	<b>\$ 965,059</b>	<b>\$ 1,139,802</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

\* Lifetime capital budget includes expenditures through 2013

\* Link Light Rail includes Tacoma Link and Central Link operations only. Capital costs are included in the Project Delivery Section.

**Service Delivery Budget Summary**  
**2008 Budget Summary by Subarea**  
(in YOE \$000s)

<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
<b>Operating Budget</b>			
Snohomish County	\$ 18,220	\$ 117,101	\$ 126,964
North King County	-	13,020	126,724
South King County	22,339	163,971	210,884
East King County	42,636	277,166	275,874
Pierce County	34,482	245,281	264,548
<i>Subtotal</i>	<b>\$ 117,676</b>	<b>\$ 816,540</b>	<b>\$ 1,004,994</b>
<b>Capital Budget</b>			
Snohomish County	\$ 5,769	\$ 19,104	\$ 28,075
South King County	4,341	17,534	11,726
East King County	3,016	51,990	48,200
Pierce County	17,009	59,891	46,807
<i>Subtotal</i>	<b>\$ 30,136</b>	<b>\$ 148,519</b>	<b>\$ 134,808</b>
<b>Total Budget</b>	<b>\$ 147,812</b>	<b>\$ 965,059</b>	<b>\$ 1,139,802</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

\* Link Light Rail includes Tacoma Link and Central Link operations only. Capital costs are included in the Project Delivery Section.



## Agency Transit Operations Budget Summary

	2006 Actuals	2007 Adopted Budget	2007 Actuals	2008 Adopted Budget
<b>SALARIES AND BENEFITS <sup>1</sup></b>	<b>1,813,786</b>	<b>2,097,120</b>	<b>2,026,434</b>	<b>2,285,500</b>
<b>SERVICES</b>				
Management Services - TVMs	564,004	728,117	631,299	607,000
Maintenance of vehicles and system	6,194,060	7,831,608	7,015,557	9,104,627
Maintenance of stations	1,877,222	2,842,753	1,496,018	2,353,383
Downtown Seattle Transit Tunnel		1,250,000	1,063,773	4,274,000
Transit Planning and Services	31,967	20,000	98,342	17,910
Security and safety	2,797,811	2,911,199	3,218,656	2,776,113
Interlocal Agreement	169,328	50,000	8,299	50,000
Maintenance of Way	-	280,000	107,855	291,480
Marketing	360,930	551,065	331,376	518,808
Miscellaneous services	299,156	293,870	339,686	915,671
Accessible Services Program Operations	346,952	444,350	289,770	771,083
<b>Subtotal, Services</b>	<b>12,641,430</b>	<b>17,202,962</b>	<b>14,600,631</b>	<b>21,680,075</b>
<b>MATERIALS &amp; SUPPLIES</b>	2,708,229	3,026,959	2,496,621	4,101,422
<b>UTILITIES</b>	600,366	584,354	630,295	667,399
<b>INSURANCE</b>	1,542,925	2,381,851	1,320,986	2,311,448
<b>TAXES <sup>2</sup></b>	1,137,657	734,841	1,027,493	1,154,463
<b>PURCHASED TRANSPORTATION SERVICES</b>	61,630,843	67,767,316	67,206,394	74,535,094
<b>MISCELLANEOUS EXPENSES</b>	721,413	575,347	778,194	557,350
<b>LEASES &amp; RENTALS</b>	2,662,334	370,906	185,576	335,524
<b>Subtotal, Gross Transit Operations</b>	<b>85,458,983</b>	<b>94,741,656</b>	<b>90,272,622</b>	<b>107,628,276</b>
Transfer of agency admin.	6,159,842	7,471,689	6,371,638	7,283,281
<b>Fully Allocated Transit Operations</b>	<b>91,618,826</b>	<b>102,213,345</b>	<b>96,644,260</b>	<b>114,911,557</b>
Contingency		5,048,908		2,764,910
<b>Subtotal, Fully Allocated Transit Operations and Contingency</b>	<b>91,618,826</b>	<b>107,262,253</b>	<b>96,644,260</b>	<b>117,676,467</b>
Depreciation and amortization	31,001,311	38,994,347	32,708,817	35,891,910
<b>TOTAL TRANSIT OPERATIONS</b>	<b>122,620,137</b>	<b>146,256,600</b>	<b>129,353,077</b>	<b>153,568,376</b>

### Notes

<sup>1</sup> Includes salaries and benefits for ST transit operations staff (Tacoma Link - 17FTE; Sounder 4.3 FTE; ST Express -2.3FTE; Accessible Services - 2.3 FTE. One new full-time position is being added in the 2008 budget, as well as a project coordinator position

<sup>2</sup> Includes excise taxes on Sounder passenger fare revenue, as well as property taxes paid by BNSF which are related to improvements to the rail corridor funded by Sound Transit.

## **Link Light Rail**

### ***Service Description***

Tacoma Link provides a 1.6-mile light rail passenger system through the heart of its downtown. From the Tacoma Dome Station on South 25th Street to the Theater District on Commerce Street, five unique stations with artwork to reflect the history and community of Tacoma greet Link passengers. Two trains operate Monday through Friday, every ten minutes from 5:20 a.m. to 8:00 p.m., and Saturday from 8:00 a.m. to 10:00 p.m.. Reduced service is offered on Sunday. A third train is available as a spare when maintenance is required. All vehicles, services and facilities are ADA compliant.

Since Tacoma Link service began in August 2003, the average ridership has exceeded the projection of 2,000 passengers per weekday in 2010. Ridership now averages more than 2,900 per weekday. In 2007, 10,034 9,878 service hours were delivered, an increase of 2% from 2006. The 2008 target for ridership is 893,000 total boardings and 2,995 per weekday. Additional service and performance data is provided in Appendix C.

In November, 2003, Sound Transit broke ground on the initial segment of Link light rail. This 14-mile segment begins at Westlake Station in the Downtown Seattle Transit Tunnel and ends at the Tukwila/International Boulevard Station, next to SR-518 and just north of Sea-Tac Airport. In addition to downtown Seattle and Tukwila, the initial segment serves Seattle's SODO industrial area, Beacon Hill and the Rainier Valley.

Modern, air-conditioned light rail trains are scheduled to begin running on the initial segment in 2009, providing a 30-minute ride between Tukwila and downtown Seattle. Trains will leave every at least every seven-and-a-half minutes during rush hour, and every 10-15 minutes during midday and evening hours. By 2020, the Link initial segment will carry more than 42,500 riders each day.

In December 2004, Sound Transit and the Port of Seattle reached an agreement to extend Link light rail to Sea-Tac Airport. Service to the airport is scheduled to begin by December 2009. In the months between the opening of the initial segment and the opening of the airport extension, a shuttle bus will meet each train and take passengers directly to the airport terminal, just minutes away.

### ***Operations Overview***

Sound Transit operates Tacoma Link light rail out of the Operations and Maintenance (O&M) facility in Tacoma. Staffing consists of 15 full-time employees, including one manager, one assistant manager, three operations supervisors, one operations lead, five full-time light rail vehicle operators, three system technicians, and one support staff. In addition, there are four part-time operators. The fleet consists of three single-car trains. Staff performs routine maintenance work eleven hours per day, seven days per week out of the maintenance workshops located at the Tacoma facility. Maintenance work for traction power, track work, signals, landscaping, and janitorial work is contracted out.

The Adopted 2008 rolling six-year forecast budget for the Link light rail program is \$212.2 million. The operating budget for 2008 are \$3.8 million.

**Link Light Rail Budget**  
**Operating & Maintenance Budget by Subarea**  
(in YOE \$000s)

<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
North King County	\$ -	\$ 13,020	\$ 126,724
South King County	-	6,155	59,909
Pierce County	3,816	20,942	25,596
<b>Total</b>	<b>\$ 3,816</b>	<b>\$ 40,117</b>	<b>\$ 212,229</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

\* Link Light Rail includes Tacoma Link and Central Link operations only. Capital costs are included in the Project Delivery Section.

### ***Changes in the Adopted 2008 Budget—Link Light Rail***

#### ***Tacoma Link***

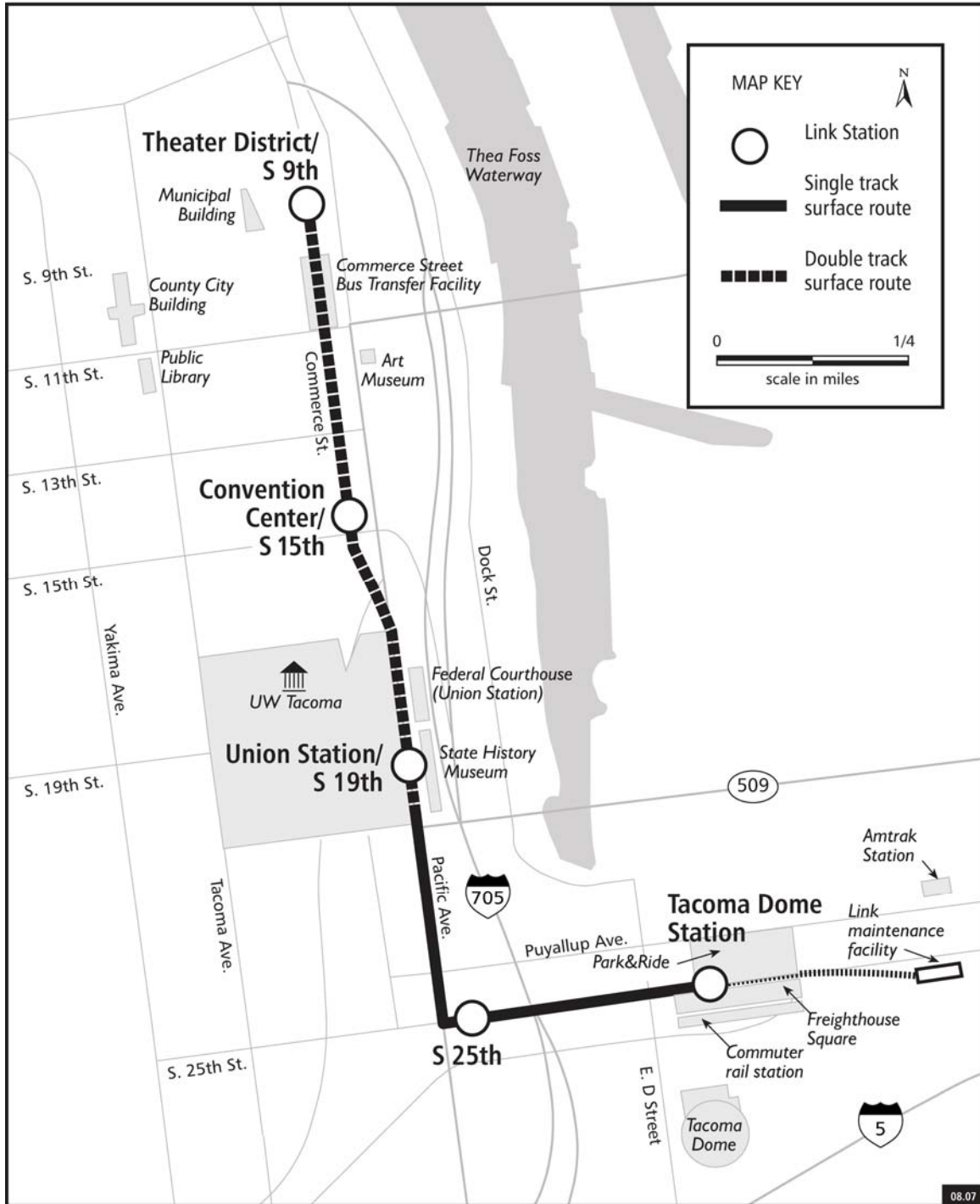
There are no significant changes to the Adopted 2008 Budget for Tacoma Link light rail from 2007. The total transit operations budget increases from \$3.7 million in 2007 to \$3.8 million in 2008 (excluding depreciation). Costs are generally flat compared to the previous year, however as the vehicles continue to age, maintenance costs are likely to increase, and materials and supplies increases reflect the purchase of additional parts to keep the vehicles in operation.

#### ***Central Link Startup***

The Adopted 2008 Budget marks the second year that cost projections for Central Link light rail are included in the five year cost projections, as operations are slated to begin in July 2009. The costs that are included here are planning estimates only. Sound Transit and King County Metro, which will directly operate the Central Link light rail service, are continuing to refine the costs estimates for annual operations.

Cost estimates for Link operations are split between the North King and South King County subareas on the basis of the number of revenue vehicle miles operated in each subarea. These estimates will continue to be refined prior to the commencement of passenger service in 2009.

## TACOMA LINK LIGHT RAIL



## Tacoma Link Light Rail Transit Operations Budget

	2006 Actuals	2007 Adopted Budget	2007 Actuals	2008 Adopted Budget
<b>SALARIES AND BENEFITS <sup>1</sup></b>	<b>1,184,488</b>	<b>1,409,778</b>	<b>1,358,384</b>	<b>1,395,236</b>
<b>SERVICES</b>				
Maintenance of Stations and Facilities	295,484	413,712	182,072	338,404
Maintenance of Vehicles	43,686	70,000	51,706	70,000
Security Services	419,650	312,533	496,352	477,906
Third Party Agreements	-	-	-	-
Marketing	22,897	48,572	15,208	43,572
Miscellaneous Services	18,285	31,500	43,631	42,624
<b>Subtotal, Services</b>	<b>800,002</b>	<b>876,317</b>	<b>788,969</b>	<b>972,506</b>
<b>MATERIALS &amp; SUPPLIES</b>	<b>73,987</b>	<b>184,200</b>	<b>158,207</b>	<b>204,218</b>
<b>UTILITIES</b>	<b>108,879</b>	<b>119,929</b>	<b>115,180</b>	<b>138,767</b>
<b>INSURANCE</b>	<b>289,480</b>	<b>411,085</b>	<b>262,915</b>	<b>333,817</b>
<b>TAXES</b>	<b>761</b>	<b>1,000</b>	<b>37</b>	<b>500</b>
<b>PURCHASED TRANSPORTATION SERVICES</b>		<b>10,000</b>	<b>879</b>	<b>1,000</b>
<b>MISCELLANEOUS EXPENSES</b>	<b>3,154</b>	<b>15,800</b>	<b>3,133</b>	<b>15,550</b>
<b>LEASES AND RENTALS</b>	<b>405</b>	<b>4,000</b>	<b>117</b>	<b>4,000</b>
<b>Subtotal, Gross Transit Operations</b>	<b>2,461,157</b>	<b>3,032,109</b>	<b>2,687,821</b>	<b>3,065,593</b>
Transfer of agency admin.	443,323	529,000	464,791	569,325
<b>Fully Allocated Transit Operations</b>	<b>2,904,480</b>	<b>3,561,109</b>	<b>3,152,612</b>	<b>3,634,918</b>
Contingency	-	106,833	-	180,655
<b>Subtotal, Fully Allocated Transit Operations and Contingency</b>	<b>2,904,480</b>	<b>3,667,942</b>	<b>3,152,612</b>	<b>3,815,573</b>
Depreciation and amortization	2,921,003	2,784,268	2,870,091	2,881,717
<b>TOTAL TRANSIT OPERATIONS</b>	<b>5,825,484</b>	<b>6,452,210</b>	<b>6,022,703</b>	<b>6,697,291</b>
<b>OPERATIONS FTEs</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

### Notes

<sup>1</sup> Includes 17 FTE (19 employees) Tacoma Link Operations Manager, Assistant Manager, 1 Lead, 3 Supervisors, 5 Operators, 3 Maintenance Technicians and 1 Project Assistant. 4 Part-time operator positions.

## **Sounder Commuter Rail**

### ***Service Description***

Begun in September 2000, Sounder is the first commuter rail service to operate in the Puget Sound region in over 60 years. By the end of 2007, Sounder has welcomed more than 7 million riders since the inception of service. Service began in the south corridor with a commuter route from Tacoma to Seattle and expanded to another route from the north – Everett to Seattle – three years later. The Sounder South line now runs six round trips daily and three additional round trips will be added during 2008. The Sounder North line added a third round trip run in September 2007 with a fourth trip being added in September 2008. This service level will allow for a commuter to start the morning in Everett, switch trains at King Street Station in Seattle and arrive in time for work in Tacoma.

Service runs Monday through Friday, except major holidays. Travel times between Tacoma and Seattle and between Everett and Seattle are both roughly 60 minutes. Event service for Mariners and Seahawks games as well as major concerts at the Tacoma Dome is also provided.

There are nine Sounder commuter rail stations, with a tenth expected to open late in 2008, with the completion of the north platform at Mukilteo Station. Like Tacoma Link stations, all are unique and feature artwork reflective of the area. All have bus transportation connections located directly at the station. Bus service schedules and, on the North Line, ferry schedules, are typically synchronized to the train schedule. Access to Sounder commuter rail for people who use wheelchairs or other mobility aids is provided to one car per train by the use of a mini-high platform and bridge plate. All service, vehicles and facilities are ADA compliant.

South line ridership now averages about 8,000 boardings per day; North line ridership averages more than 800 boardings per day. In 2008, more than 28,000 service hours will be delivered, up 56% over 2007. The 2008 target for ridership is 2.1 million boardings. Additional service and performance measure data is provided in Appendix C.

### ***Operations Overview***

Train operation is contracted to Burlington Northern Santa Fe Railway (BNSF) and fleet maintenance is contracted to Amtrak. Sound Transit oversees and manages these contracts. Sound Transit also manages contracts for Sounder's insurance, safety and security and station maintenance. BNSF provides train crews, including conductors and engineers, dispatching and most of the track maintenance. The service is managed by the Transportation Services Department and BNSF supervisors who are co-located at Sound Transit offices. Sound Transit staff consists of the program manager, one operation and maintenance project manager, and one support staff.

Sounder operates on BNSF right-of-way and shares the 75 miles of track between Tacoma and Everett with BNSF freight trains and Amtrak passenger trains. The fleet consists of 11 locomotives, 18 cab cars and 40 coaches. Amtrak is responsible for heavy maintenance, light maintenance, and all cleaning. Surplus fleet due to service implementation delays are leased to other operators and provide revenue to the agency.

### ***Adopted 2008 Budget—Sounder Commuter Rail***

The Adopted 2008 rolling six-year forecast for the Sounder commuter rail program is \$224.8 million. The adopted operating expenditures budget for 2008 is \$32.4 million.

<b>Sounder Commuter Rail Budget</b> <b>Operating &amp; Maintenance Budget by Subarea</b> (in YOE \$000s)			
<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
Snohomish County	\$ 7,831	\$ 38,413	\$ 52,144
South King County	12,963	93,370	85,863
Pierce County	11,608	74,877	86,820
<b>Total</b>	<b>\$ 32,402</b>	<b>\$ 206,661</b>	<b>\$ 224,827</b>

\* These figures include contingency but do not include depreciation costs.

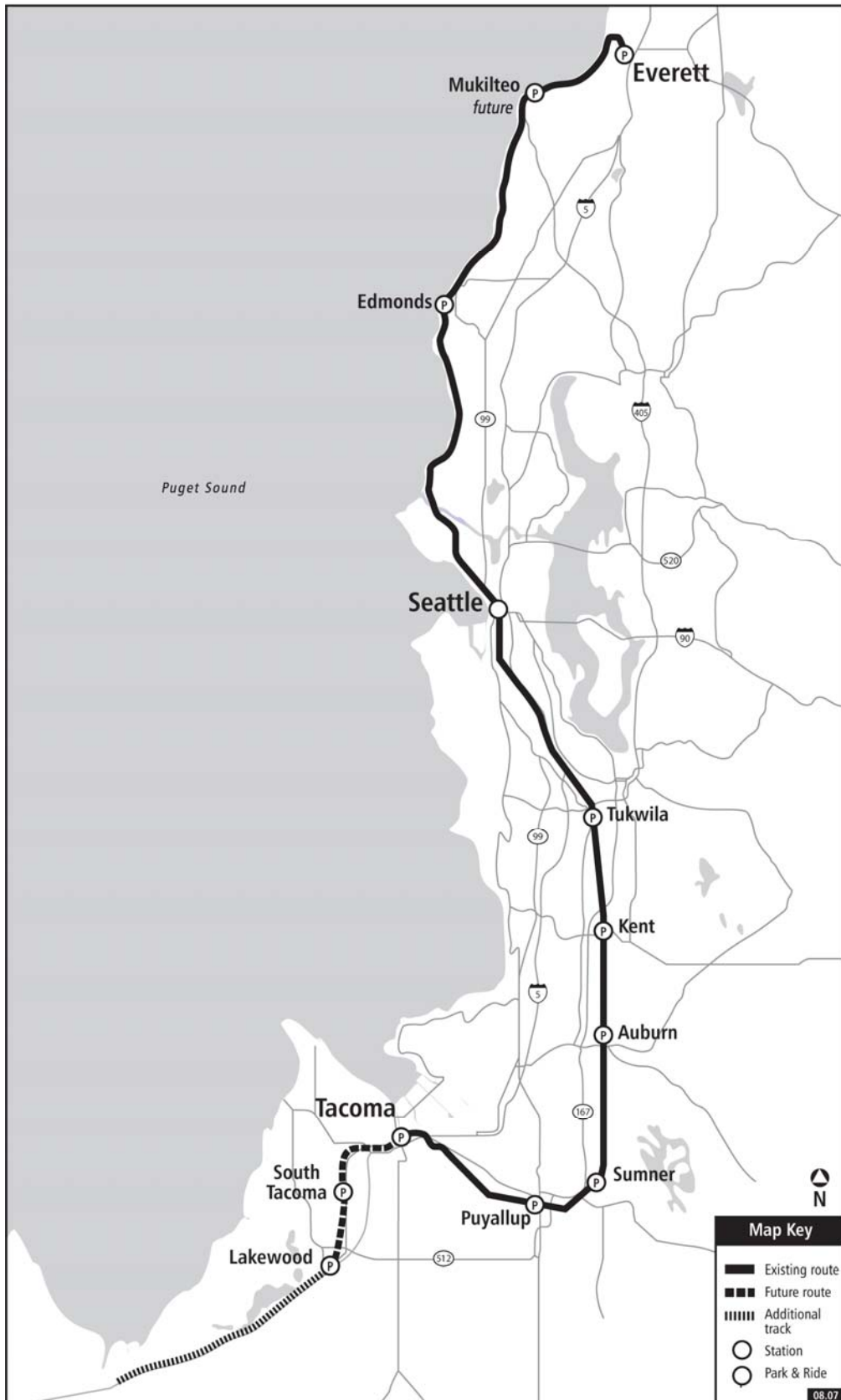
\* The 6-year rolling forecast includes expenditures from 2008-2013.

### ***Changes in the Adopted 2008 Sounder Commuter Rail Budget***

The total transit operations budget increases from \$29.2 million in 2007 to \$32.4 million in 2008. The largest driver of this increase in the budget is the 56% increase in service hours that will be offered in 2008. The primary contracts for Sounder, with BNSF for train operations and with Amtrak for vehicle maintenance, both allow for economies of scale with respect to expanding operations. Thus, increases in service are not met with commensurate increases in operations and maintenance costs. Additionally, other costs such as marketing and ticket vending machines are not directly impacted by the increase in service, further improving the unit costs for delivering the expanded service.

For 2008, Sounder will add one and one-third FTEs. A new vehicle compliance officer will ensure that Sounder vehicles are maintained to the standards that our customers expect and will help manage the major maintenance programs on the Sounder fleet. In addition, Sounder, ST Express and the Accessible Services program will be sharing a project coordinator position to help manage the increasing operations workflow.

## SOUNDER COMMUTER RAIL





## Sounder Commuter Rail Transit Operations Budget

	2006 Actuals	2007 Adopted Budget	2007 Actuals	2008 Adopted Budget
<b>SALARIES AND BENEFITS <sup>1</sup></b>	<b>292,786</b>	<b>317,261</b>	<b>306,409</b>	<b>445,596</b>
				-
<b>SERVICES</b>				-
Management Services - TVMs	564,004	728,117	631,299	607,000
Marketing	185,331	219,473	180,711	204,750
Maintenance of vehicles	5,960,513	7,611,608	6,991,224	8,834,627
Maintenance of stations	813,877	1,156,990	665,072	1,070,240
Security and safety	1,908,765	2,037,533	1,922,281	1,708,123
Maintenance of Way		280,000	107,855	291,480
Miscellaneous services	111,542	181,370	260,121	775,027
<b>Subtotal, Services</b>	<b>9,544,032</b>	<b>12,215,091</b>	<b>10,758,564</b>	<b>13,491,247</b>
<b>MATERIALS &amp; SUPPLIES</b>	1,907,971	2,418,034	2,084,460	3,368,535
<b>UTILITIES</b>	311,655	315,584	320,657	328,853
<b>INSURANCE</b>	1,234,536	1,899,337	1,208,849	1,955,623
<b>TAXES <sup>2</sup></b>	878,914	471,606	720,111	824,438
<b>PURCHASED TRANSPORTATION SERVICES</b>	6,052,256	7,296,104	6,867,441	8,345,941
<b>MISCELLANEOUS EXPENSES</b>	338,884	233,843	355,306	220,000
<b>LEASES &amp; RENTALS</b>	86,778	240,590	112,077	264,571
<b>Subtotal, Gross Transit Operations</b>	<b>20,647,813</b>	<b>25,407,451</b>	<b>22,733,873</b>	<b>29,244,804</b>
Transfer of agency admin.	2,052,507	2,405,689	2,111,446	2,208,212
<b>Fully Allocated Transit Operations</b>	<b>22,700,320</b>	<b>27,813,140</b>	<b>24,845,319</b>	<b>31,453,016</b>
Contingency	-	1,369,568		949,174
<b>Subtotal, Fully Allocated Transit Operations and Contingency</b>	<b>22,700,320</b>	<b>29,182,708</b>	<b>24,845,319</b>	<b>32,402,190</b>
Depreciation and amortization	15,203,510	21,982,564	16,703,926	18,199,349
<b>TOTAL TRANSIT OPERATIONS</b>	<b>37,903,830</b>	<b>51,165,272</b>	<b>41,549,245</b>	<b>50,601,539</b>
<b>OPERATIONS FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.3</b>

### Notes

<sup>1</sup> Includes salaries and benefits for Sound Transit Sounder commuter rail operations staff. One new full-time position is being added in the 2008 budget, as well as a project coordinator position that is shared with ST Express and Accessible Services.

<sup>2</sup> Includes excise taxes on Sounder passenger fare revenue, as well as property taxes paid by BNSF which are related to improvements to the rail corridor funded by Sound Transit.

## **ST EXPRESS BUS**

### ***Service Description***

The ST Express bus system operates fast, frequent, two-way service connecting the major urban centers of Snohomish, King and Pierce counties. There are a total of 19 ST Express bus routes which provide links to local transit networks, other ST Express buses, commuter rail, light rail, ferries, Amtrak, and the Seattle-Tacoma International Airport. With the startup of new Route 577 between Federal Way and Seattle in February 2006, all of the express bus routes planned in *Sound Move* have been implemented.

Additionally, service includes the many facilities and customer amenities provided by Sound Transit such as transit centers, park-and-ride lots, and multi-modal stations. With completion of capital projects such as HOV lanes, new freeway stations and park-and-ride facilities, most routes will operate 7 days per week, 18 hours per day and achieve the service levels outlined in *Sound Move*. All service, vehicles, and facilities are ADA compliant.

Approximately 608,000 service hours will be delivered in 2008, about the same as 2007.. Ridership now averages more than 35,000 boardings daily. The target for 2008 total ridership is 11.4 million boardings and more than 38,000 per day. Additional service and performance data is provided in Appendix C.

### ***Operations Overview***

Operation of ST Express bus service is contracted to the local transit agencies of Community Transit, King County Metro Transit, and Pierce Transit. Community Transit operates four routes, which CT contracts to private operator First Transit. King County Metro operates eight routes and Pierce Transit operates seven routes. In 2008, King County Metro will operate approximately 54% of ST Express bus service, Pierce Transit will operate 27% and Community Transit operated 19%. By the end of 2008 the fleet will total 240 buses, 40% of which are emission-friendly compressed natural gas or hybrid diesel-electric buses. At the end of 2008, the ST Express fleet will have reached the maximum number of buses that have been contemplated in the Service Implementation Plan.

The Sound Transit ST Express bus division oversees and manages the service contracts. There are two full-time ST Express Division employees on staff: the division project manager and one support staff. The key functions are the oversight of the daily operations of Sound Transit bus routes and routine vehicle maintenance to keep the fleet in top operating condition. Overall, the scope of services provided by the partner agencies includes operations, vehicle maintenance, security on buses, emergency service response, customer services, some route planning and scheduling, facilities maintenance for operating bases, and labor negotiations.

Service costs are reviewed, negotiated, and reconciled on an annual basis as defined in the service agreements. This process requires the transit partners to submit a three-year baseline cost estimate for Sound Transit's review and approval, usually in late October. By the end of November, the cost for the upcoming year is negotiated and agreed to by the parties and cost estimates for subsequent years are updated. The current service agreements are for a five-year term ending December 31, 2009.

### ***Adopted 2008 Budget—ST Express Bus Program***

The Adopted 2008 Budget includes purchased transportation costs to operate ST Express bus service, marketing, maintenance of the vehicles and facilities, signage and accessibility investments, and a continuation of the Spot Improvement program, which partners with other jurisdictions to make targeted improvements to transit facilities in the region. The ST Express bus rolling six-year forecast calls for total operating expenditures of \$560.0 million. The Adopted 2008 Budget is \$80.3 million (excluding depreciation and amortization).

**ST Express Bus Budget**  
**Operating & Maintenance Budget by Subarea**  
(in YOE \$000s)

<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
Snohomish County	\$ 10,167	\$ 78,007	\$ 73,315
South King County	9,150	63,757	63,568
East King County	42,283	276,102	273,563
Pierce County	18,670	148,284	149,580
<b>Total</b>	<b>\$ 80,269</b>	<b>\$ 566,150</b>	<b>\$ 560,026</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

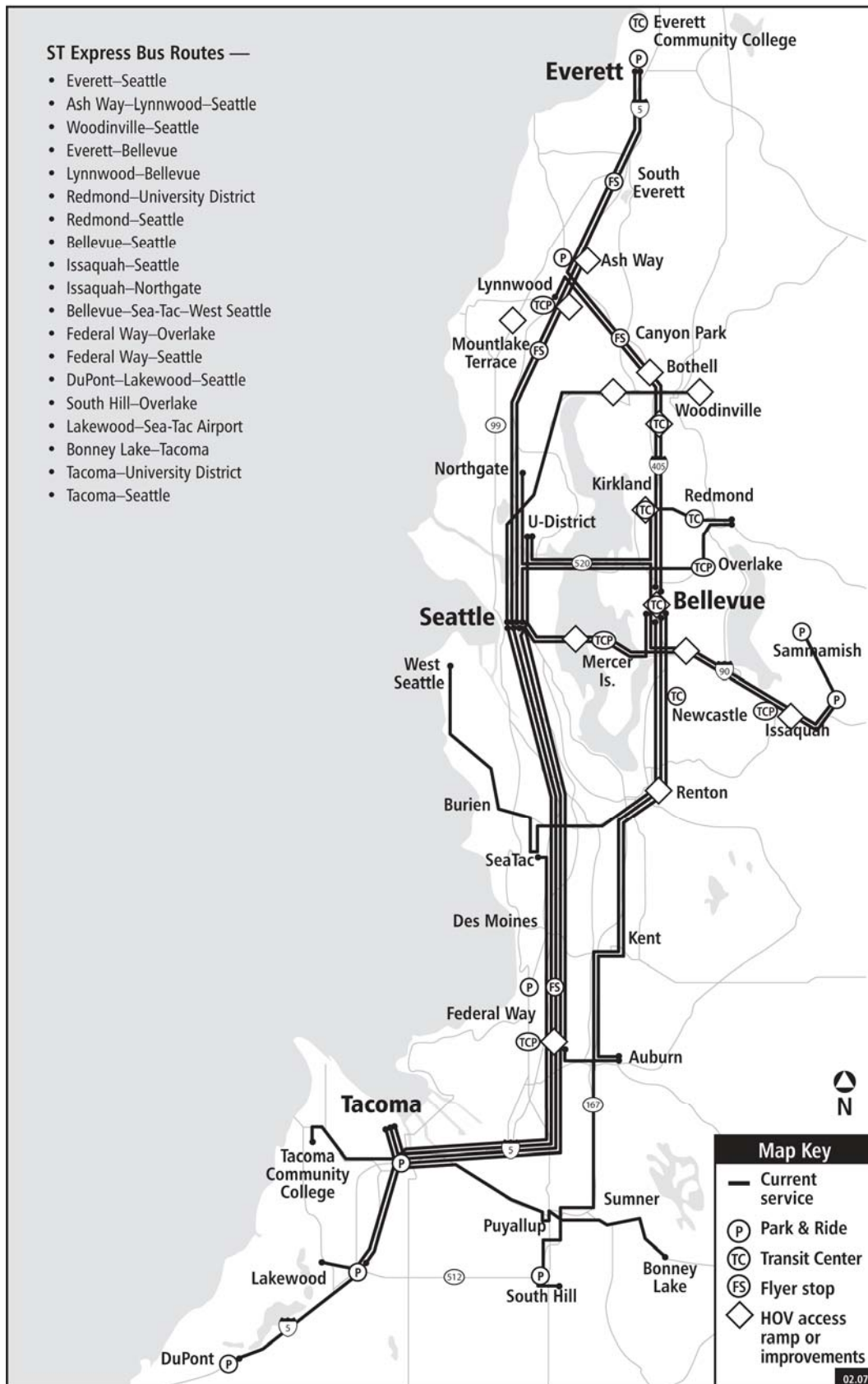
***Changes in the Adopted 2008 Budget—ST Express Bus***

The budget for fully-allocated transit operations, including the allocated administrative costs and contingency, increased from \$73.6 million in 2007 to \$80.3 million in the Adopted 2008 Budget, an increase of \$6.7 million. Purchased transportation, which is the largest single element of the ST Express bus budget, is budgeted to increase by a total of \$5.7 million. This is due in part to increases in service, but also due to higher wages and benefit rates and rising fuel costs. In addition, ST Express will be providing shuttle service between Tacoma and Lakewood Station until Sounder service is up and running in that corridor. Also, Sounder, ST Express and the Accessible Services program are proposing to share a project coordinator position to help manage the increasing operations workflow.

Increases are projected in security, driven mainly by the increasing number of ST facilities, and in other facilities maintenance costs. For 2008, ST Express will bear the full ST share of costs associated with the Downtown Seattle Transit Tunnel, which re-opened to buses in September 2007. Beginning in 2009, these ST costs will be shared with Central Link light rail, in proportion to the amount of service that will be operated by Sound Transit in the tunnel.

A critical component for the Pierce Transit service will be securing a long-term lease or an alternate facility for the midday bus storage program. The lease for the use of the existing site (owned by King County Metro) expires in September of 2008. This program has been instrumental in yielding savings of several hundred thousand dollars for ST Express, as well as reducing the amount of greenhouse gas emissions into the atmosphere.

## ST EXPRESS BUS



## ST Express Bus Transit Operations Budget

	2006 Actuals	2007 Adopted Budget	2007 Actuals	2008 Adopted Budget
<b>SALARIES AND BENEFITS <sup>1</sup></b>	<b>170,970</b>	<b>193,511</b>	<b>174,957</b>	<b>231,260</b>
<b>SERVICES</b>				
Marketing services	152,702	283,020	135,457	270,486
Maintenance of vehicles	189,862	150,000	(27,373)	200,000
Maintenance of stations	767,861	1,272,051	648,873	944,739
Transit Planning & Financial Services	31,967	20,000	98,342	17,910
Security and safety	469,396	561,133	800,023	590,084
Downtown Seattle Transit tunnel <sup>2</sup>		1,250,000	1,063,773	4,274,000
Interlocal agreements	142,386	50,000	8,299	50,000
Miscellaneous services	169,328	81,000	35,934	98,020
Mobility Initiative Program Services <sup>3</sup>	(13,542)	-	-	-
<b>Subtotal, Services</b>	<b>1,909,960</b>	<b>3,667,204</b>	<b>2,763,328</b>	<b>6,445,239</b>
<b>MATERIALS &amp; SUPPLIES</b>	<b>725,687</b>	<b>422,125</b>	<b>241,952</b>	<b>502,070</b>
<b>UTILITIES</b>	<b>179,270</b>	<b>148,841</b>	<b>193,481</b>	<b>198,580</b>
<b>INSURANCE</b>	<b>18,909</b>	<b>71,429</b>	<b>(150,779)</b>	<b>22,008</b>
<b>TAXES</b>	<b>257,982</b>	<b>262,235</b>	<b>307,345</b>	<b>329,525</b>
<b>PURCHASED TRANSPORTATION SERVICES</b>	<b>55,578,587</b>	<b>60,461,212</b>	<b>60,338,074</b>	<b>66,188,153</b>
<b>MISCELLANEOUS EXPENSES</b>	<b>353,487</b>	<b>312,074</b>	<b>404,374</b>	<b>309,400</b>
<b>LEASES &amp; RENTALS</b>	<b>114,399</b>	<b>126,316</b>	<b>73,382</b>	<b>66,953</b>
<b>Subtotal Gross Transit Operations</b>	<b>59,309,251</b>	<b>65,664,947</b>	<b>64,346,114</b>	<b>74,293,188</b>
Transfer of agency admin.	3,604,602	4,466,000	3,734,755	4,396,917
<b>Fully Allocated Transit Operations</b>	<b>62,913,853</b>	<b>70,130,947</b>	<b>68,080,869</b>	<b>78,690,105</b>
Contingency	-	3,506,547	-	1,578,846
<b>Subtotal Fully Allocated Transit Operations and Contingency</b>	<b>62,913,853</b>	<b>73,637,495</b>	<b>68,080,869</b>	<b>80,268,951</b>
Depreciation and amortization	12,876,798	14,227,515	13,134,800	14,810,843
<b>TOTAL TRANSIT OPERATIONS</b>	<b>75,790,651</b>	<b>87,865,010</b>	<b>81,215,669</b>	<b>95,079,794</b>
<b>OPERATIONS FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.33</b>

### Notes

<sup>1</sup> Includes salaries and benefits for Sound Transit ST Express bus operations staff. A shared project coordinator position has been added in 2008.

<sup>2</sup> Sound Transit share of the DSTT facilities maintenance and debt service are 100% covered by ST Express in 2008, as the tunnel opens in September 2007 for bus service but will not carry light rail service until 2009. At that point, the ST Express share of tunnel costs will be 14%.

<sup>3</sup> The Mobility Initiative Program was reported as a part of ST Express operations until the 2006 budget year, when it became a standalone program.

## ACCESSIBLE SERVICES

### *Program Description*

In 1999 it was determined that Sound Transit did not have a complementary paratransit responsibility under the Americans with Disabilities Act (ADA) for ST Express bus or Sounder commuter rail service. However, a main tenet for Sound Transit is to improve mobility for all people in the Central Puget Sound region. To meet this objective the Mobility Initiative Program (MIP) was created by the Sound Transit board with the adoption of the 2001 Service Implementation Plan. There are currently two Sound Transit staff dedicated to the implementation of this program; for 2008, staff proposes to add a provision for a project coordinator shared with the management teams from Sounder and ST Express.

For 2008, the MIP has been renamed Accessible Services to better reflect the full scope of activities being performed and to use terminology more in line with other transit properties.

Accessible Services contains programs in five general areas:

- *Communications and Information:* The development, production, and distribution of a Regional Accessibility Transportation Guide and public information in Braille and other alternate forms of transit information.
- *Accessibility Training:* To provide experiential sensitivity training to Sound Transit staff, contractors, and partner agencies and travel training for seniors and people with disabilities.
- *Facility and Equipment Improvements:* To ensure Sound Transit services and facilities are compliant with ADA Accessibility Design Guidelines and state and local guidelines. Also to fund and manage improvements at existing facilities.
- *Accessibility Research:* To fund research and demonstration projects in ways to make Sound Transit services and facilities more accessible.
- *Special Needs Transportation:* To implement the Regional Special Needs Transportation Coordination Plan, which was adopted by the ST Board and the Puget Sound Regional Council in 2006, support FindARide.org, and to fund special needs transportation coalitions in Pierce, King and Snohomish counties.

### ***Adopted 2008 Budget—Accessible Services***

<b>Accessible Services</b>			
<b>Operating &amp; Maintenance Budget by Subarea</b>			
(in YOE \$000s)			
<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
Snohomish County	\$ 222	\$ 680	\$ 1,505
South King County	226	689	1,544
East King County	353	1,064	2,311
Pierce County	388	1,179	2,552
<b>Total</b>	<b>\$ 1,190</b>	<b>\$ 3,612</b>	<b>\$ 7,911</b>

\* These figures include contingency but do not include depreciation costs.

\* The 6-year rolling forecast includes expenditures from 2008-2013.

Note: Prior to 2006, Accessible Services costs were included in the ST Express budget.

### ***Changes in the Adopted 2008 Budget—Accessible Services***

The budget for Accessible Services, including the allocated administrative costs and contingency, increased from \$0.7 million in 2006 to \$1.2 million in the Adopted 2008 Budget, an increase of \$0.4 million. The increase in budget is due to two major factors: facility improvements and the Regional Special Needs Transportation Coordination Plan (RSNTCP) implementation. A budget of \$180,000 was added to fund potential facility and equipment improvements that may be made during 2008 to better meet the needs of customers with accessibility issues. Implementation of the RSNTCP, which was adopted by the Sound Transit Board late in 2006, continues and projects identified for 2008 include establishing a Bus Buddy program to match volunteers with people who could ride the fixed route bus system with assistance, and providing funding for staffed inter-regional paratransit transfer sites within the ST service area. In Adopted 2008 budget, Accessible Service, Sounder, and ST Express propose to share a project coordinator position to help manage the increasing operations workflow.

## Accessible Services Program Operations Budget

	2006 Actuals	2007 Adopted Budget	2007 Actuals	2008 Adopted Budget
<b>SALARIES AND BENEFITS</b>	<b>165,542</b>	<b>176,569</b>	<b>186,684</b>	<b>213,408</b>
<b>SERVICES</b>			-	
Communications/Info Program <sup>1</sup>	12,681	25,000	7,715	39,650
Accessibility Training <sup>2</sup>	29,792	2,850	42,401	5,000
Facility/Equipment Improvement <sup>3</sup>	26,934	-	522	180,000
Assessability Service Research <sup>4</sup>	-	25,000	-	10,000
Consulting Services <sup>5</sup>	306	50,000	42,718	25,000
Other Services <sup>6</sup>	290,589	340,000	191,508	510,933
Printing/Binding	191	1,500	4,906	500
<b>Subtotal, Services</b>	<b>360,493</b>	<b>444,350</b>	<b>289,770</b>	<b>771,083</b>
<b>MATERIALS &amp; SUPPLIES</b>	<b>583</b>	<b>2,600</b>	<b>12,001</b>	<b>26,600</b>
<b>UTILITIES</b>	<b>562</b>	<b>-</b>	<b>977</b>	<b>1,200</b>
<b>MISCELLANEOUS EXPENSES</b>	<b>28,637</b>	<b>13,630</b>	<b>15,381</b>	<b>12,400</b>
<b>Subtotal Gross Transit Operations</b>	<b>555,817</b>	<b>637,149</b>	<b>504,814</b>	<b>1,024,691</b>
Transfer of agency admin.	59,410	71,000	60,646	108,827
<b>Fully Allocated Transit Operations</b>	<b>615,227</b>	<b>708,149</b>	<b>565,460</b>	<b>1,133,518</b>
Contingency	-	65,960	-	56,235
<b>Subtotal Fully Allocated Transit Operations and Contingency</b>	<b>615,227</b>	<b>774,109</b>	<b>565,460</b>	<b>1,189,753</b>
Depreciation and amortization	-	-	-	-
<b>TOTAL TRANSIT OPERATIONS</b>	<b>615,227</b>	<b>774,109</b>	<b>565,460</b>	<b>1,189,753</b>
<b>OPERATIONS FTEs</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.3</b>

<sup>1</sup> The development, production, and distribution of a Regional Accessibility Transportation Guide and public information in Braille and other alternate forms of transportation

<sup>2</sup> Experiential Sensitivity training to Sound Transit staff, contractors and partner agencies and providing travel training for seniors and people with disability.

<sup>3</sup> Review Sound Transit services and facilities for compliance with ADA Accessibility Design Guidelines and state and local guidelines and funding and managing improvements at existing facilities.

<sup>4</sup> Funding for consultant research efforts which are out-side scope of ADA on-call contracts.

<sup>5</sup> ADA on-call contact

<sup>6</sup> Funding for projects under the Regional Special Needs Transportation Coordination Plan and FindARide.org and providing funding for special needs transportation coalitions in Pierce, King and Snohomish counties.



## TRANSPORTATION SERVICES CAPITAL BUDGET

The Transportation Services capital budget includes the capital purchases for fleet vehicles and capital projects associated with assets already placed into service.

There are now several major capital maintenance needs that have been identified in the upcoming five-year planning cycle. One project is to begin replacing the aging ST Express bus fleet. Other projects include major maintenance programs on Sounder locomotives and coaches, and support for maintenance projects at the Tacoma Dome Station garage which have been previously committed to. In addition, participation in upgrading all ST Express partner agency mobile communications systems is programmed over the next few years. The adopted 2008 budget also contains a Small Works capital program to provide funding for small capital projects under \$100,000. This program will enable Sound Transit to address those needs expected to arise as operations continue to expand and facilities age. Finally, other on-going programs include CCTV and passenger information systems projects for Sounder stations, and the acquisition and installation of ticket vending machines (TVMs) for Sound Transit rail locations.

Two other projects were added to the Transportation Services capital budget previously: a Talking Signs project, which will provide enhanced accessibility to various Sound Transit facilities throughout the entire system, and a Homeland Security project, which applies federal grants to enhanced security systems for various Sound Transit facilities.

<b>Service Delivery Capital Budget Summary</b> <b>2008 Budget Summary by Subarea</b> (in YOE \$000s)			
<b>Subarea</b>	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2009 Budget</b>	<b>6-year rolling forecast (2008-2013)</b>
Snohomish County	\$ 5,769	\$ 19,104	\$ 28,075
South King County	4,341	17,534	11,726
East King County	3,016	51,990	48,200
Pierce County	17,009	59,891	46,807
<b>Total</b>	<b>\$ 30,136</b>	<b>\$ 148,519</b>	<b>\$ 134,808</b>

\* The 6-year rolling forecast includes expenditures from 2008-2013.

### ***Changes in the Adopted 2008 Budget—Transportation Services Capital Program***

#### **New Projects:**

**Mobile Communications:** During 2007, the Sound Transit Board adopted a budget amendment establishing the creation of a Mobile Communications project, which would fund projects with ST Express' transit partners to replace the existing radio systems on board the ST Express fleet and provide additional customer amenities, such as next stop announcements on board the buses and next bus information boards at transit shelters.

The 2007 Board amendment provided funding for the Pierce Transit project; this budget completes the funding requirements for projects with Community Transit and King

County Metro. Funding of \$1.7 million has been transferred from the ST Express Fleet project (project number 290) to provide funding for mobile communications efforts for King County Metro and Community Transit. In addition, a transfer of \$2.6 million from the Research and Technology Fund (project number 410), managed under the Transit Vision program is being executed for 2008. When all three partner mobile communication projects are combined, the total budget is \$10.1 million.

**Regional Mobility Parking Enhancements:** Another project included in the 2008 budget is the Regional Mobility Parking Enhancements project. Sound Transit has received a grant of \$3.7 million to expand commuter rail parking in the Tacoma-Seattle corridor. This would address one of the key constraints on continuing Sounder ridership growth--that of ensuring customer access to the Sounder stations, where parking is oftentimes at capacity early in the commute day. The local match for this project is \$500,000, creating a total project budget of \$4.2 million.

**Security Office Buildout:** An amendment to the proposed 2008 budget created this project (#747). The scope of this work covers an expansion of the Sound Transit security office at Union Station. Additional space is required to monitor CCTV cameras and to accommodate growth anticipated due to additional service provided on Link Light Rail and other service modes. The funding was provided by a budget transfer from the Small Works program budget--7x740

#### **Existing Projects:**

**Bus Maintenance Facility:** The budget for bus maintenance facilities has been carried since the inception of the Sound Move plan. After extensive planning and coordination work, a suitable project with Pierce Transit was identified and brought forward to the Board during 2007. Costs and funding were identified in budget amendments in 2007; the PT maintenance facility project will be complete by 2009.

King County Metro costs are not yet fully developed for any maintenance base expansion and are not expected to be available during 2008. For Community Transit, a contribution of \$2 million to CT maintenance capacity was made in 1999. Information regarding future maintenance needs at Community Transit is currently being studied, but no funding has been specifically identified.

**Homeland Security Project:** An amendment to the proposed 2008 budget added \$397,000 to the lifetime budget of this project. This amendment reflects the receipt of a second grant in support of homeland security efforts. The scope of work covered by this second grant includes CCTV installation and infrastructure in coordination with Pierce Transit.

Additional details about the capital program are available on the following pages.

# Service Delivery Capital

## 2008 Adopted Budget By Equity Area

Subarea	1997 - 2006	2007	2008	2009	2010	2011	2012	Future Years	Total
Snohomish County	11,973	17	5,769	1,377	181	20,544	129	75	40,065
South King County	9,394	964	4,341	2,836	466	3,818	174	92	22,084
East King County	48,106	18	3,016	850	1,373	26,879	7,134	8,948	96,325
Pierce County	33,600	3,545	17,009	5,737	296	13,816	255	9,694	83,951
<b>Service Delivery Capital</b>	<b>103,073</b>	<b>4,545</b>	<b>30,136</b>	<b>10,798</b>	<b>2,316</b>	<b>65,058</b>	<b>7,692</b>	<b>18,809</b>	<b>242,425</b>

## 2008 Adopted Budget By Phase

Phase	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
10 Agency Administration	1,358	11	338	142	0	569	0	0	2,418
20 Pre-Engineering/Env Review	362	87	121	18	0	0	0	0	588
40 ROW Acquisition and Permits	59	58	2,600	0	0	0	0	0	2,717
50 Construction	11,230	588	10,878	9,753	1,916	14,846	1,037	442	50,689
70 Vehicles	90,063	3,802	16,185	886	400	49,642	6,655	18,367	186,001
90 Contingency	0	0	13	0	0	0	0	0	13
<b>Service Delivery Capital</b>	<b>103,073</b>	<b>4,545</b>	<b>30,136</b>	<b>10,798</b>	<b>2,316</b>	<b>65,058</b>	<b>7,692</b>	<b>18,809</b>	<b>242,425</b>

## 2008 Adopted Budget By Project

Project	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
212 Ticket Vending Machines	6,129	25	650	844	0	30	0	0	7,678
216 Passenger Information System/CCTV	3,773	485	480	0	0	1,493	0	0	6,231
261 Bus Maintenance Facility	2,126	0	3,700	500	0	12,771	0	0	19,097
290 ST Express Fleet Program	90,896	3	6,281	0	0	6,506	0	0	103,686
356 Tacoma Dome Station	0	0	0	0	0	311	0	0	311
701 ST Express Fleet Replacement Program	0	3,799	8,904	0	0	43,136	6,655	18,367	80,861
702 Sounder Fleet Program	148	0	1,000	886	400	0	0	0	2,434
740 Small Works Program	0	62	475	830	442	442	442	442	3,135
741 Auburn Bus Loop Concrete Replacement	2	0	519	0	0	0	0	0	521
742 King Street Station Platform Lighting	----- Closed -----				0				0
743 Homeland Security Enhancements	0	111	422	414	0	0	0	0	947
744 Talking Signs	0	60	963	1,356	0	0	0	0	2,379
745 ST Express Mobile Communications Projects	0	0	2,376	5,968	1,474	368	595	0	10,781
746 Regional Mobility Parking Enhancements	0	0	4,200	0	0	0	0	0	4,200
747 Security Office Expansion	0	0	165	0	0	0	0	0	165
<b>Service Delivery Capital</b>	<b>103,073</b>	<b>4,545</b>	<b>30,136</b>	<b>10,798</b>	<b>2,316</b>	<b>65,058</b>	<b>7,692</b>	<b>18,809</b>	<b>242,425</b>

## Service Delivery Capital

**Project**

**212** Ticket Vending Machines

**Description**

Scope: 40 Ticket Vending Machines (TVMs) have been purchased and 28 have been installed to date at the 12 Sounder stations. The TVMs are dispersed across the system on the basis of projected ridership. TVMs sell tickets and passes via an interactive touch screen or through the use of a keypad, and where possible are located near the mini-high platforms for the convenience of persons with disabilities. The remaining scope of work is a 2007-08 project to bring the TVMs up to Link and SmartCard standards as well as the remaining installations that are to be performed at Everett, Mukilteo, Edmonds, Tukwila, South Tacoma, and Lakewood. The cost of the installations is approximately \$10k per machine.

**Summaries**

Baseline (in \$ 000)	7,678
2007 Current Budget (in \$ 000)	7,678
2008 Adopted budget (in \$000)	7,678

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	1,159	3	140	168	0	0	0	0	1,471
South King County	2,622	11	220	358	0	0	0	0	3,211
Pierce County	2,348	11	290	318	0	30	0	0	2,997
<b>Total</b>	<b>6,129</b>	<b>25</b>	<b>650</b>	<b>844</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>7,678</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	171	0	0	0	0	0	0	0	171
Pre-Engineering/Env Review	150	0	0	0	0	0	0	0	150
Construction	5,807	25	650	844	0	30	0	0	7,357
<b>Total</b>	<b>6,129</b>	<b>25</b>	<b>650</b>	<b>844</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>7,678</b>

## Service Delivery Capital

### Project

216 Passenger Information System/CCTV

### Description

Scope: Sounder is implementing a CCTV and Passenger Information System at all rail stations. The system includes communications for a number of CCTV cameras at each station, audible rail announcements, variable message signs, customer emergency stations, and on-board automated vehicle location. There will be a central control and monitoring system. Completion of the project is dependent upon the schedule for completion of the Lakewood Corridor track and signal improvements, which are now scheduled to be complete in 2011.

Changes since 2007 Budget: \$150,000 was added to the project budget to reflect a funding agreement with the City of Lakewood for certain scope items added at the behest of the City.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	6,081
2008 Adopted budget (in \$000)	6,231

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	459	0	32	0	0	867	0	0	1,358
South King County	1,532	485	50	0	0	12	0	0	2,078
Pierce County	1,783	0	398	0	0	615	0	0	2,795
<b>Total</b>	<b>3,773</b>	<b>485</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>1,493</b>	<b>0</b>	<b>0</b>	<b>6,231</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	203	7	2	0	0	12	0	0	223
Pre-Engineering/Env Review	204	0	16	0	0	0	0	0	221
Construction	3,366	478	461	0	0	1,481	0	0	5,787
<b>Total</b>	<b>3,773</b>	<b>485</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>1,493</b>	<b>0</b>	<b>0</b>	<b>6,231</b>

## Service Delivery Capital

### Project

261 Bus Maintenance Facility

### Description

The bus maintenance facility budget contains funds for expansion of ST's fleet maintenance capacity.

A project scope has been negotiated with Pierce Transit to accommodate the ST Express fleet needs. The budget for this part of the Bus Maintenance Facility is \$4,700,000. This is a capped contribution amount.

Funding for future maintenance capacity projects has been moved to 2011. As near-term maintenance capacity investments may be identified, funding may be re-programmed to earlier years.

Changes since 2007 Budget: Resolution R2007-11 moved \$2,250,000 out of the East King County subarea portion of this project budget and into the ST Express Fleet Program (project number 290). Resolution R2007-17 transferred \$4,520,000 out of the Maintenance Facility project to fund Mobile Communications needs with Pierce Transit (project number 745).

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	19,097
2008 Adopted budget (in \$000)	19,097

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	2,007	0	0	0	0	0	0	0	2,007
South King County	10	0	433	59	0	2,360	0	0	2,861
East King County	102	0	0	0	0	7,962	0	0	8,064
Pierce County	7	0	3,267	442	0	2,449	0	0	6,164
<b>Total</b>	<b>2,126</b>	<b>0</b>	<b>3,700</b>	<b>500</b>	<b>0</b>	<b>12,771</b>	<b>0</b>	<b>0</b>	<b>19,097</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	3	0	0	0	0	557	0	0	560
Pre-Engineering/Env Review	7	0	0	0	0	0	0	0	7
ROW Acquisition and Permits	59	0	0	0	0	0	0	0	59
Construction	2,057	0	3,700	500	0	12,213	0	0	18,470
<b>Total</b>	<b>2,126</b>	<b>0</b>	<b>3,700</b>	<b>500</b>	<b>0</b>	<b>12,771</b>	<b>0</b>	<b>0</b>	<b>19,097</b>

## Service Delivery Capital

**Project**

**290** ST Express Fleet Program

**Description**

The budget for vehicles reflects capital costs for the acquisition and start-up of new ST Express buses. Buses are purchased by Sound Transit and then operated and maintained by the partner agencies. Sound Transit funds the acquisition costs of the fleet as well as major maintenance programs through the ST Express Fleet Program.

There were two procurements taken to the Board in 2007. Through Motion M2007-65, ten buses will be added to the Community Transit-operated fleet and through Motion M2007-76 two diesel hybrid articulated buses will be acquired to be operated by King County Metro. Both procurements will be delivered in 2008. After these two procurements, the total ST Express fleet will number 240 buses and no further purchases will be included in the ST Express Fleet Program.

Changes Since 2007 Budget: Resolution R2007-10 moved \$2,000,000 out of the South King County subarea portion of this project budget and into the ST Express Fleet Replacement Program (project number 701). Resolution R2007-11 moved \$2,250,000 into the East King County subarea portion of the project budget from the ST Express Maintenance Facility project (project number 261).

Changes Proposed in the 2008 Budget: Funding of \$2,422,641 is proposed to be transferred from the Fleet Program, which will be substantially complete at the end of 2008, to the Mobile Communications Project (project number 745) to partially fund projects with King County Metro and Community Transit.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	105,407
2008 Adopted budget (in \$000)	103,686

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	8,306	2	3,743	0	0	3,203	0	0	15,254
South King County	5,170	0	272	0	0	784	0	0	6,226
East King County	48,004	1	2,239	0	0	5	0	0	50,248
Pierce County	29,415	0	27	0	0	2,515	0	0	31,957
<b>Total</b>	<b>90,896</b>	<b>3</b>	<b>6,281</b>	<b>0</b>	<b>0</b>	<b>6,506</b>	<b>0</b>	<b>0</b>	<b>103,686</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	980	0	0	0	0	0	0	0	980
Vehicles	89,916	3	6,281	0	0	6,506	0	0	102,706
<b>Total</b>	<b>90,896</b>	<b>3</b>	<b>6,281</b>	<b>0</b>	<b>0</b>	<b>6,506</b>	<b>0</b>	<b>0</b>	<b>103,686</b>

## Service Delivery Capital

**Project**

356 Tacoma Dome Station

**Description**

The Tacoma Dome Station project was completed in 2002. Per agreement, Sound Transit has maintained a capital budget for major maintenance which may be necessary during the useful life of the facility. Current projections are for spending to be programmed after 2008.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	311
2008 Adopted budget (in \$000)	311

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	0	0	0	0	0	311	0	0	311
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>311</b>	<b>0</b>	<b>0</b>	<b>311</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	311	0	0	311
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>311</b>	<b>0</b>	<b>0</b>	<b>311</b>



## Service Delivery Capital

### Project

**701** ST Express Fleet Replacement Program

### Description

This project details the necessary bus replacement program for the ST Express fleet. This program is separate from the original bus procurement project (#290), which funds the original acquisition of the ST Express fleet.

Current assumptions include:

(1) Replacement of 27 CNG buses operated by Pierce Transit with 7 MCI diesel buses and 20 Gillig Phantom 40 foot diesel buses. The MCIs will be delivered in Q4 2007 and the Gilligs will be delivered in 2008. These purchases were authorized by the Board in 2007.

(2) Budgets have been added in 2011 to reflect the first replacement of approximately 100 buses that were acquired in 1999. The specific timing and fleet mix of these acquisitions will be further defined in future SIPs.

Acquisition of the replacement fleet would only occur upon approval by the Sound Transit Board. Note that the budget listed in this project covers just the planning horizon through 2013. Additional replacement purchases will need to be included in future budgets and will be funded through the Capital Replacement Fund.

Changes since 2007 Budget: Resolution R2007-10 added \$2.0 million to the South King County subarea portion of this project. In addition, the planning horizon has been extended through 2013.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	65,090
2008 Adopted budget (in \$000)	80,861

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	0	0	0	0	16,400	0	0	16,400
South King County	0	444	1,042	0	0	514	0	0	2,000
East King County	0	0	0	0	0	18,456	6,533	8,798	33,787
Pierce County	0	3,354	7,863	0	0	7,767	122	9,569	28,674
<b>Total</b>	<b>0</b>	<b>3,799</b>	<b>8,904</b>	<b>0</b>	<b>0</b>	<b>43,136</b>	<b>6,655</b>	<b>18,367</b>	<b>80,861</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Vehicles	0	3,799	8,904	0	0	43,136	6,655	18,367	80,861
<b>Total</b>	<b>0</b>	<b>3,799</b>	<b>8,904</b>	<b>0</b>	<b>0</b>	<b>43,136</b>	<b>6,655</b>	<b>18,367</b>	<b>80,861</b>

## Service Delivery Capital

**Project**

**702** Sounder Fleet Program

**Description**

This project was created in 2005 to cover major capital replacement cycles and spare parts acquisitions for the Sounder locomotives and coaches. These funds will be set aside to pay for future capital projects for Sounder vehicles, including major component acquisitions, such as auxiliary power units and turbochargers.

The planning horizon for this project covers the period through 2013. There will be future needs for capital replacement which will occur outside this planning horizon. These needs are funded through the Capital Replacement Fund.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	2,434
2008 Adopted budget (in \$000)	2,434

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	43	0	300	323	106	0	0	0	772
South King County	58	0	400	265	146	0	0	0	869
Pierce County	47	0	300	298	148	0	0	0	793
<b>Total</b>	<b>148</b>	<b>0</b>	<b>1,000</b>	<b>886</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,434</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Vehicles	148	0	1,000	886	400	0	0	0	2,434
<b>Total</b>	<b>148</b>	<b>0</b>	<b>1,000</b>	<b>886</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,434</b>

## Service Delivery Capital

**Project**

**740** Small Works Program

**Description**

This budget was created in the 2006 budget to fund the projected costs of capital improvements to be performed at sites throughout the service area.

The budget is based on number of sites maintained, age of facilities and amount of use.

Individual projects with a project cost not exceeding \$100,000 can be included in the Small Works project allocation. Once the project cost exceeds \$100,000 it must be specifically identified in the capital plan.

Changes since the 2007 Budget: The planning horizon has been extended to 2013. An amendment to the Proposed 2008 Budget reduced the project lifetime budget by \$165,000 to fund the creation of the Security Office Expansion project (#747).

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	2,630
2008 Adopted budget (in \$000)	3,135

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	0	75	138	75	75	75	75	513
South King County	0	12	125	217	92	92	92	92	722
East King County	0	0	150	250	150	150	150	150	1,000
Pierce County	0	49	125	226	125	125	125	125	900
<b>Total</b>	<b>0</b>	<b>62</b>	<b>475</b>	<b>830</b>	<b>442</b>	<b>442</b>	<b>442</b>	<b>442</b>	<b>3,135</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	4	0	0	0	0	0	0	4
ROW Acquisition and Permits	0	58	0	0	0	0	0	0	58
Construction	0	0	475	830	442	442	442	442	3,073
<b>Total</b>	<b>0</b>	<b>62</b>	<b>475</b>	<b>830</b>	<b>442</b>	<b>442</b>	<b>442</b>	<b>442</b>	<b>3,135</b>

## Service Delivery Capital

### Project

**741** Auburn Bus Loop Concrete Replacement

### Description

The concrete bus loop has eroded at Auburn Station. To reduce the long-term maintenance costs associated with this location, staff proposes to redo the entire concrete bus loop. Upon approval of a contract by the board, this project will be completed in the span of approximately one month.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	521
2008 Adopted budget (in \$000)	521

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	2	0	519	0	0	0	0	0	521
<b>Total</b>	<b>2</b>	<b>0</b>	<b>519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>521</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	2	0	24	0	0	0	0	0	26
Pre-Engineering/Env Review	0	0	25	0	0	0	0	0	25
Construction	0	0	470	0	0	0	0	0	470
<b>Total</b>	<b>2</b>	<b>0</b>	<b>519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>521</b>

## Service Delivery Capital

**Project**

**743** Homeland Security Enhancements

**Description**

This project was created by Board Resolution R2006-16. It funds the enhancements to existing security systems at Sounder parking garages, the Tacoma Link O&M facility and Union Station. The project includes closed circuit television enhancements. Phase 1 of this project is funded by federal grants and will be complete in late 2007.

2008 Changes: A second federal Homeland Security grant was received and added \$397k to the project budget. The scope will be coordinated with Pierce Transit, which is a co-recipient of the award.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	550
2008 Adopted budget (in \$000)	947

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	0	0	25	289	0	0	0	0	315
Pierce County	0	111	397	125	0	0	0	0	633
<b>Total</b>	<b>0</b>	<b>111</b>	<b>422</b>	<b>414</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>947</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	25	20	0	0	0	0	45
Pre-Engineering/Env Review	0	87	5	18	0	0	0	0	109
Construction	0	24	392	376	0	0	0	0	793
<b>Total</b>	<b>0</b>	<b>111</b>	<b>422</b>	<b>414</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>947</b>

## Service Delivery Capital

### Project

744 Talking Signs

### Description

This project was created in late 2006 to receive federal funds to implement improvements to transit accessibility throughout the region in the form of "talking signs". The local match will be approximately \$400,000.

The Talking Signs project utilizes Remote Infrared Audible Signage (RIAS) technology to provide way-finding and information to people who have visual, cognitive, or learning disabilities. The plan calls for installation of this technology at nine regional, multimodal transit facilities. RIAS is a system of infrared transmitters and receivers installed on features such as elevators, stairs and ticket vending machines. The receivers pick up voice messages from the transmitters and then guide the users through the environment.

Improvements will be spread throughout the region and funds are programmed in accordance with the three-year implementation plan. Work to be completed through the end of 2008 includes installation at Everett Station, Tacoma Dome Station, King Street Station, Overlake Transit Center, Bellevue Transit Center and Lynnwood Transit Center.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	2,379
2008 Adopted budget (in \$000)	2,379

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	12	513	209	0	0	0	0	733
South King County	0	12	41	1,004	0	0	0	0	1,057
East King County	0	18	244	0	0	0	0	0	262
Pierce County	0	19	165	143	0	0	0	0	328
<b>Total</b>	<b>0</b>	<b>60</b>	<b>963</b>	<b>1,356</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,379</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	129	122	0	0	0	0	251
Construction	0	60	834	1,234	0	0	0	0	2,129
<b>Total</b>	<b>0</b>	<b>60</b>	<b>963</b>	<b>1,356</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,379</b>

## Service Delivery Capital

### Project

**745** ST Express Mobile Communications Projects

### Description

As part of the operation of the Sound Move ST Express bus fleet, mobile communications are necessary to ensure driver and passenger safety, to enhance the customer service information, and to improve the information available to the service planning function. The existing mobile communications systems are aging and in need of upgrades. Each partner has proposed a program which ST Express will participate in. Funding for each project is based on the amount of service provided by that partner to each subarea.

Changes since the 2007 budget: Resolution R2007-17 created this project and funded the Pierce Transit portion of the scope of work through a budget amendment of \$5,720,000, of which \$1,200,000 came from the Research and Technology Fund (project number 410) and \$4,520,000 was transferred from the Bus Maintenance Facility Project (project number 261).

Changes Proposed in the 2008 Budget:

[1] A budget transfer of \$2,638,386 from the Research and Technology Fund (project number 410) to fund a portion of the King County Metro and Community Transit proposed projects.

[2] A budget transfer of \$2,422,641 from the ST Express Fleet Program (project number 290) to fund a portion of the King County Metro and Community Transit proposed projects.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	5,720
2008 Adopted budget (in \$000)	10,781

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	0	965	538	0	0	54	0	1,557
South King County	0	0	150	644	228	57	82	0	1,160
East King County	0	0	383	600	1,223	306	451	0	2,963
Pierce County	0	0	878	4,186	23	6	8	0	5,100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,376</b>	<b>5,968</b>	<b>1,474</b>	<b>368</b>	<b>595</b>	<b>0</b>	<b>10,781</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Construction	0	0	2,376	5,968	1,474	368	595	0	10,781
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,376</b>	<b>5,968</b>	<b>1,474</b>	<b>368</b>	<b>595</b>	<b>0</b>	<b>10,781</b>

## Service Delivery Capital

### Project

**746** Regional Mobility Parking Enhancements

### Description

In 2007 Sound Transit received a Regional Mobility grant in the amount of \$3.7 million to expand commuter rail parking in the Tacoma-Seattle Corridor. The local match for this grant is \$500k. The funding will be used to expand capacity at Sumner, Puyallup, or Auburn Stations. The specific parcels are still being selected for acquisition. Upon acquisition, the parcels will be cleared and converted to use for parking. Up to 285 parking stalls would be added to the inventory available for Sounder customers.

All funds need be spent by the end of 2009.

Changes Proposed in the 2008 Budget: This is a new project in the 2008 budget.

### Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	0
2008 Adopted budget (in \$000)	4,200

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	0	0	900	0	0	0	0	0	900
Pierce County	0	0	3,300	0	0	0	0	0	3,300
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	150	0	0	0	0	0	150
Pre-Engineering/Env Review	0	0	75	0	0	0	0	0	75
ROW Acquisition and Permits	0	0	2,600	0	0	0	0	0	2,600
Construction	0	0	1,375	0	0	0	0	0	1,375
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,200</b>



## Service Delivery Capital

### Project

**747** Security Office Expansion

### Description

Scope: Expand the Sound Transit security office at Union Station. Additional space is required to monitor CCTV cameras and to accommodate growth anticipated due to additional service provided on Link Light Rail and other service modes.

This project was created as an amendment to the Proposed 2008 Budget. The funding was provided by a budget transfer from the Small Works program budget--7x740.

### Summaries

Baseline (in \$ 000)	
2007 Current Budget (in \$ 000)	0
2008 Adopted budget (in \$000)	165

### Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	0	0	165	0	0	0	0	0	165
<b>Total</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>

### Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	8	0	0	0	0	0	8
Construction	0	0	144	0	0	0	0	0	144
Contingency	0	0	13	0	0	0	0	0	13
<b>Total</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>

***This page intentionally left blank***

# PROJECT DELIVERY

## PROGRAM SUMMARY

The Link light rail, Sounder commuter rail, and Regional Express programs each have a 1997-2016 capital spending plan, including a project-by-project listing of capital outlays. These plans include the costs for building the initial Phase 1 *Sound Move* projects, plus any changes to *Sound Move* adopted by the board. A map illustrating these capital projects is included in each department's budget summary. Capital programs managed by corporate departments are listed with the managing department under the Agency Operations tab.

In accordance with adopted agency budget policies, each capital project is assigned a baseline budget as adopted by the board. This budget reflects the cost estimate for a project when: 1) Preliminary Engineering has reached 30 percent, 2) key third party requirements are finalized, 3) right-of-way plans are established, 4) Record of Decision (ROD)/Finding of No Significant Impact (FONSI) has been issued, and 5) a single well-defined scope is to be advanced into final design. The individual capital budget pages reflect baseline budgets for those projects that have met the established baseline criteria.

## Risk Assessments

The Adopted 2008 Budget also contains risk assessments for active capital projects. These assessments identify project risk factors that have potential scope, budget, and schedule implications. In some cases, a great deal is known about the project scope, location and community expectations, and the public process for permitting and local jurisdictional participation is advanced. However, other projects are earlier in the planning stages, and environmental factors, community input, engineering modifications, or other changes could substantially alter the scheduled outlay of funds.

### **Budget Risk**

- *Status:* Current status of project, including conceptual engineering (CE), preliminary engineering/environmental design (PE/ED), final design (FD), start-up, construction (CO), and not initiated.
- *Type of budget estimate:* Identifies the type of budget estimate that is currently being used for the project. These include: allocation ("round number" project budgets agreed upon by stakeholders during the development of *Sound Move*), planning (preliminary conceptual estimate developed for specific sites based on limited project information), conceptual engineering, scoping (estimate based on itemized right-of-way and construction costs on an estimated unit price), PE/ED (estimate based on preliminary engineering/environmental design), and construction (estimate based on full design drawings, specifications, and known unit prices).
- *Budget risk level:* Overall risk level for project, classified as high, medium, or low.
- *Right-of-way costs:* A check mark indicates those projects with potential for higher than budgeted right-of-way costs.
- *Scope Escalation/Change:* A check mark indicates those projects that may not be able to absorb additional costs and changes desired by all parties.
- *Design and Environmental Requirements:* A check mark indicates those projects with outstanding unresolved issues related to design or environmental requirements.
- *Unexpected Finding During Engineering:* A check mark indicates those projects which had an unexpected issue arise related to engineering.

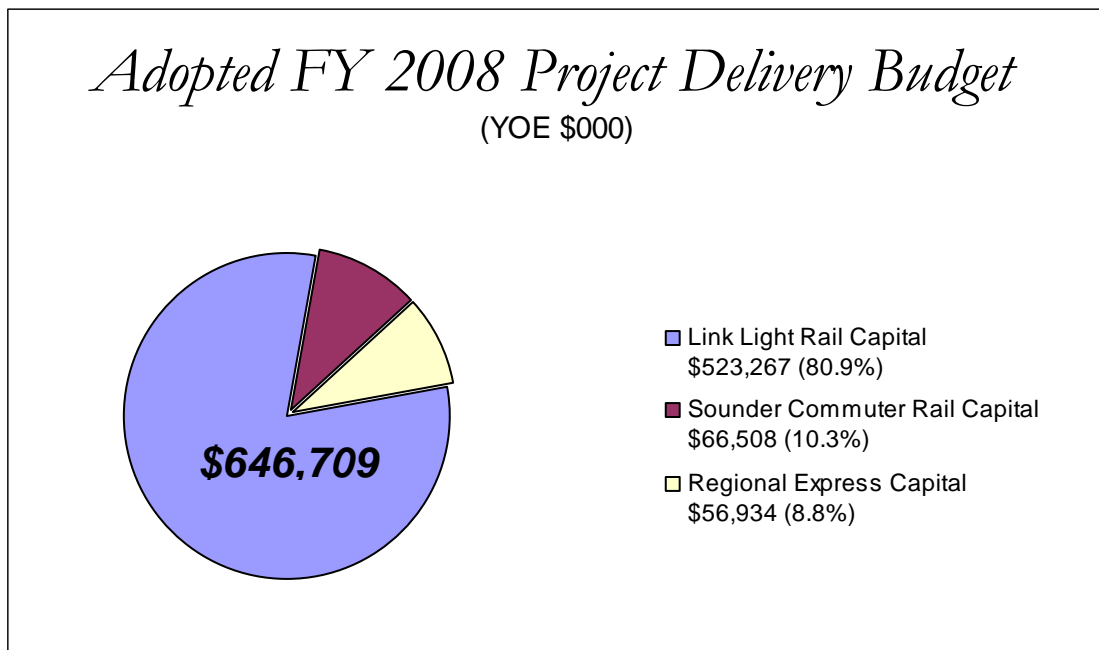
- *Limited Budget Basis:* A check mark indicates those projects which are currently only developed to a conceptual level.
- *Shared Project Funding:* A check mark indicates those projects which rely, not only on Sound Transit funding, but also on outside party funding for a portion of the project.
- *Utilities Relocation:* A check mark indicates those projects that had undefined utility relocation issues.
- *Project Location:* A check mark indicates those projects which have unresolved location issues.
- *Coordination:* A check mark indicates those projects with community issues or conflicts and difficult project interfaces with other parties.

### **Schedule Risk**

- *Risk level:* Overall risk level for project classified as high, medium or low, depending on the nature and complexity of the issues related to the project.
- *2007 Budget schedule:* The schedule for start of service in the 2007 Budget.
- *Adopted 2008 Budget schedule:* The schedule for start of service in the Adopted 2008 Budget.

## **Spending the Adopted 2008 Capital Budget**

Sound Transit anticipates spending approximately \$646.7 million in capital outlays in 2008 for the three project delivery programs. This budget is the result of a detailed estimate of the amount the agency will spend on each capital project by phase (design, construction, right-of-way, etc.).



The Adopted 2008 Budget also contains Sound Transit's capital spending plan (1997-2016) with detailed expenses on capital assets for each project in Phase 1 of *Sound Move*. The major elements of this capital spending are discussed below.

<b>Project Delivery</b> <b>2008 Capital Budget Summary</b>		
	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2016 Budget</b>
Link light rail	\$ 523,266,861	\$ 4,207,233,701
Sounder commuter rail	66,507,983	1,219,941,142
Regional Express bus	56,934,338	785,241,557
<b>Total</b>	<b>\$ 646,709,182</b>	<b>\$ 6,212,416,401</b>

Included within this chapter is:

- **Link light rail**, consisting of \$523.3 million in capital outlays in 2008 and \$4.2 billion in the total lifetime capital spending plan.
- **Sounder commuter rail**, consisting of \$66.5 million in capital outlays in 2008 and a total lifetime capital spending plan of \$1.2 billion.
- **Regional Express**, consisting of \$56.9 million in capital outlays in 2008, and a total lifetime capital spending plan of \$785.2 million.

## LINK LIGHT RAIL PROGRAM SUMMARY

Light rail is part of a regional high-capacity transit network that was approved by Puget Sound voters in 1996. It includes a 24-mile Central Link system connecting Seattle, Tukwila, and SeaTac. Downtown Tacoma is served by a 1.6-mile Tacoma Link light rail line. This transportation investment provides a stepping stone for expansion. Central Link light rail will create a new transportation corridor where it is needed most—in the major population and employment centers where existing roads and bus services are already at capacity during peak travel times.

The Initial Segment will extend from the Tukwila International Boulevard Station in Tukwila and move through Tukwila and Rainier Valley on elevated and street-level tracks. It will pass through Beacon Hill in a tunnel and emerge south of downtown Seattle. It will then continue north alongside the existing E-3 Busway and into the Downtown Seattle Transit Tunnel to Westlake Station. A stub tunnel will extend under Pine Street. Buses and rail will operate jointly in the downtown tunnel. The Initial Segment is scheduled to start revenue service in the summer of 2009.

The Airport Link project will connect the Tukwila International Boulevard Station in Tukwila on elevated and at-grade tracks into the city of SeaTac to a light rail station at the NE corner of the parking garage at Sea-Tac International Airport. Airport Link is scheduled to be constructed and operated as part of the Central Link Light Rail Project by the end of 2009.

North of downtown Seattle, the University Link project route will consist of a new tunnel to a station on Capitol Hill and under the Montlake Cut to the University of Washington Station near Husky Stadium. University Link is expected to start construction in late 2008 and open for revenue service in 2016.

Tacoma Link opened on August 22, 2003, and connects downtown Tacoma with a regional transit center at the Tacoma Dome Station. Riders can transfer to Sounder commuter rail, ST Express regional buses, or local Pierce Transit buses. Five stations along the line serve major city

destinations such as the theater district, history museum, University of Washington branch campus, and the commercial core.

East Link has begun project development and the environmental process. The East Link corridor extends from the Central Link International District Station in Seattle to Redmond via I-90, Mercer Island and Bellevue.

## **The Route and Stations**

### ***Central Link***

Seattle's unique topography and environmental constraints are among the reasons light rail was chosen as the best option to meet the region's transportation needs. Seattle's topography requires that a transit system be capable of running in tunnels, along hills, and on elevated tracks as well as at street level. Of the 14-mile Initial Segment, 2.5 miles consist of existing and new tunnels. Five miles are elevated and 6.5 miles are at-grade. When Central Link is completed, light rail trains will offer generations of passengers a congestion-free alternative to driving with service to a number of destinations, including colleges, hospitals, employment centers and Sea-Tac Airport.

Central Link's Final Environmental Impact Statement (EIS) was completed and published in the fall of 1999. The Sound Transit Board selected a project with a route between Sea-Tac and the University District in November 1999. Subsequent to that action, the Central Link project was divided into three separate segments for implementation: the Initial Segment, Airport Link and North Link. Sound Transit is working with neighborhoods, architects, artists and cities to make sure the light rail system and stations along the Central Link line are important assets to each community.

The Initial Segment, Airport Link, and North Link, are discussed below.

### **Initial Segment**

In November 2001, after publication of the Tukwila Freeway route Final Supplemental EIS and Initial Segment SEPA Addendum updating the Central Link Final EIS, the Sound Transit Board selected an initial segment of the Central Link project to be constructed from downtown Seattle to South 154th Street in Tukwila, with a bus shuttle connecting to Sea-Tac Airport. Construction of the Initial Segment is over 85% complete and it is on track to open for revenue service by July 2009.

#### ***Downtown Seattle to South Downtown***

The Initial Segment will start in a new cut-and-cover tunnel under Pine Street and travel through the Downtown Seattle Transit Tunnel utilizing existing stations at Westlake, University Street, Pioneer Square, and the International District. Light rail and bus service will operate jointly within the Downtown Seattle Transit Tunnel. The Convention Place Station will not serve rail patrons, but will continue to serve bus passengers.

From the International District Station, the route will extend south along the east side of the Metro E-3 Busway to the Stadium Station south of Royal Brougham Way, continuing to the SODO Station north of Lander Street. After crossing Lander Street at-grade, it transitions to elevated track before turning east. It will travel on the elevated tracks along the south side of Forest Street and cross over Airport Way. An operations and maintenance facility has been constructed south of South Forest Street and west of Airport Way on site of the old Rainier bottling plant south of downtown Seattle.

### ***Beacon Hill***

The light rail route will enter Beacon Hill in a tunnel that will start under Interstate 5 and continue approximately one mile to the east where it will emerge at McClellan Street and 25th Avenue. The deep subway Beacon Hill Station with elevator access only, will be located at the intersection of Lander Street and Beacon Avenue.

### ***Rainier Valley***

The light rail route will emerge from the Beacon Hill tunnel to an elevated station at South McClellan Street. The route will continue on elevated tracks to South Walden Street, and then run at street level in a center median of Martin Luther King Jr. Way South to a point just north of the Boeing Access Road.

The Mount Baker Station at McClellan and the at-grade Columbia City Station, Othello Station, and Rainier Beach Station will benefit Rainier Valley neighborhoods, including Beacon Hill, Mount Baker, Rainier Vista, Columbia City, Brighton, New Holly Park, Dunlap, and Rainier Beach.

### ***Tukwila***

In November 1999, the Sound Transit Board proposed a light rail route through Tukwila. In November 2001, the board selected a different route, the Tukwila Freeway Route, which was recommended by the City of Tukwila. The route crosses I-5 on the south side of Boeing Access Road and then travels on elevated tracks along the west side of East Marginal Way, crossing over the Duwamish River and State Route 599. The route will continue in a combination of elevated tracks and short at-grade sections on the west side of State Route 599, then along the west side of Interstate 5. Near South 151st Street, the route will turn west on elevated tracks along the north of State Route 518 to the Tukwila International Boulevard Station and park-and-ride lot at South 154th Street. A bus shuttle will provide a direct connection with Sea-Tac Airport until light rail service is extended to the airport (see Airport Link section below).

### **Airport Link**

In November 1999, the Sound Transit Board selected a light rail alignment that included an airport station connecting with the previously proposed North End Airport Terminal. The North End Airport Terminal project was canceled by the Port of Seattle and alternative expansion plans for airport facilities are under construction.

In July 2005, the Sound Transit Board selected a new alignment, the Airport Link route and stations extending the Initial Segment from South 154th Street to South 200th Street. The board also selected the project to the Airport Station to be constructed and in operation by the end of 2009. This project continues south from the Tukwila International Boulevard Station on an elevated structure, crosses over SR-518, and transitions to grade north of the South 160th Street bridge. As of December 2007, civil construction on this portion of the Airport Link project is approximately 90% complete. The alignment continues south in the median of the realigned North Airport Expressway, crosses over South 170th Street and continues on an elevated structure to the site of the light rail station near the main terminal/garage of Sea-Tac International Airport. As of December 2007, civil construction on this portion of the Airport Link project is approximately 60% complete.

The remaining Airport Link civil construction is the SeaTac/Airport light rail station, rail installation, pedestrian bridge, and a pick-up and drop-off plaza located on the east side of International Boulevard in the City of SeaTac. In July 2007, Sound Transit awarded a portion of the SeaTac/Airport light rail station (Concrete and Trackwork). Redesign on the balance of the station and associated facilities (Station Finishes) is underway in an effort to reduce the overall cost of the project, while maintaining the station's functionality and aesthetic quality. This redesign effort, which reached 90% completion in December 2007, was not completed in time to

be included in the 2008 budget adoption process. However, a new cost to complete estimate will be prepared and will form the basis for a budget amendment for the Airport Link project that staff anticipate will be submitted to the Sound Transit Board for consideration in early 2008.

### **North Link – University Link**

In September 2001, the board directed staff to initiate a process for developing a North Link Supplemental Environmental Impact Statement and design effort to reconsider routes between downtown Seattle and Northgate. The North Link Final Supplemental EIS was completed in April 2006. That same month the Sound Transit Board selected the North Link project route to Northgate and selected the University Link portion of North Link from downtown Seattle to the University of Washington Station as the first phase of North Link for implementation and assumes New Starts funding from FTA. The University Link project has received an overall rating of “high” from the FTA which is the highest possible rating under the Section 5309 New Starts criteria. Construction is expected to begin in late 2008 with operations beginning in 2016.

University Link is a three mile light rail extension that will tunnel east from the Downtown Seattle Transit Tunnel (DSTT), cross under I-5 and proceed east and then north to a Capitol Hill Station serving the First Hill/Capitol Hill urban center. The tunnel route would then cross under the ship canal to an interim terminus at the University of Washington station at Husky Stadium, serving the University of Washington campus and the surrounding neighborhoods.

The ST2 Plan calls for extending light rail to the Northgate as a high priority. North from the University of Washington Station, the tunnel route would continue to a Brooklyn Station serving the University business district, surrounding residential neighborhood and north University of Washington campus. The light rail route would then continue north in a tunnel to the Roosevelt station serving the Roosevelt commercial area, continuing along the east side of I-5 to a Northgate Station that would provide access to bus transfers at the Northgate Transit Center and to adjacent park-and-ride facilities.

### **Tacoma Link**

Tacoma Link is a 1.6-mile line that connects downtown Tacoma and the Tacoma Dome Station. The route is essentially L-shaped, extending south from South Ninth Street along Commerce Street. It then transitions over to Pacific Avenue near South 17th Street, and continues south. At South 25th Street, the route turns east to the Tacoma Dome Station. The line is a double track from South Ninth Street to a point just south of South Union Station/South 19th Station on Pacific Avenue. There it becomes a single track to the Tacoma Dome Station.

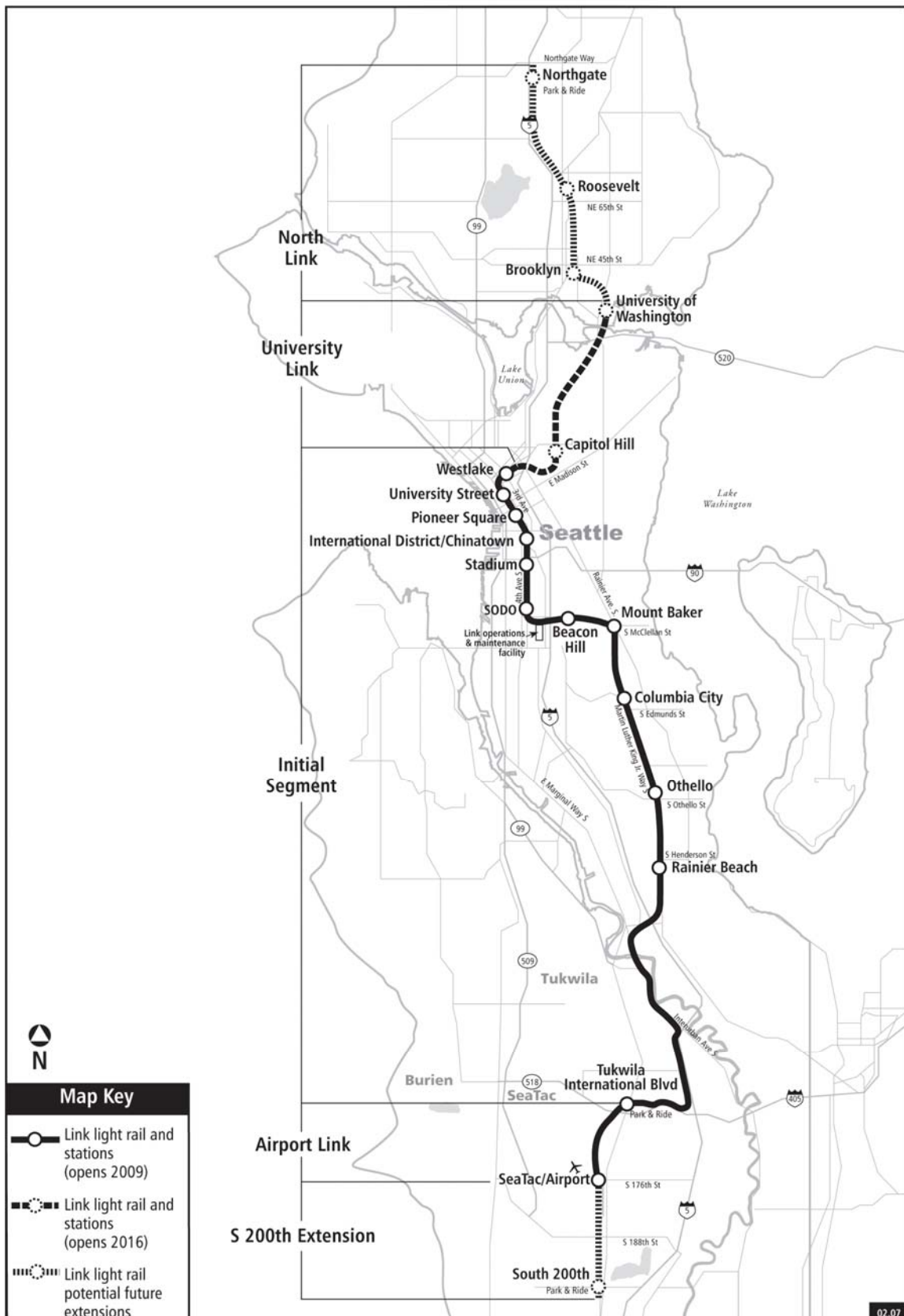
Five stations along the line serve major city destinations: 1) Theater District/South Ninth Station, 2) Convention Place/South 15th Station, 3) Union Station/South 19th Station, 4) South 25th Station, and 5) the Tacoma Dome Station. They serve city destinations that include the theater district, history museum, University of Washington Branch Campus, and the commercial core. A light rail operations and maintenance facility has been constructed near the Tacoma Dome Station, where light rail vehicles are serviced and stored at night.

### **East Link**

East Link is a project within the adopted ST2 Plan that voters considered in November 2007. It is currently in the project development and environmental phase. The scoping process was completed in late 2006, and the Sound Transit Board selected the alignments in December 2006 that will be studied in the EIS. The 19-mile East Link project extends from the Central Link International District Station in downtown Seattle to Redmond via I-90, Mercer Island and Bellevue. The project will serve the transit destinations of downtown Seattle, Mercer Island, downtown Bellevue, and Overlake in Redmond. Additional transit markets to be served include Rainier Avenue, Mercer Island, south Bellevue, and the Bel-Red Corridor.



## LINK LIGHT RAIL



## Link 2008 Activities

The primary Link activities in 2008 will be continuing construction of the entire 14-mile Initial Segment from downtown Seattle to Tukwila, construction of Airport Link, continuing final design for University Link and advancing the EIS and conceptual design for East Link.

The Link Executive Director's Office will continue to provide oversight and direction for the Initial Segment, Airport Link, University Link Final Design, and East Link projects. A primary focus will be on civil/systems integration and the testing and start-up of the Initial Segment service in 2009.

Civil Engineering tasks will include: a) necessary support of construction contracts, b) coordinating with partner cities to address utilities, traffic circulation, and other design issues, c) advancing civil final design for University Link and, d) support for East Link project development and environmental review.

Systems Engineering tasks will further include: a) management of contracts for light rail vehicle, signals, communications, and traction power, b) providing systems engineering design support for civil line section construction, c) beginning systems final design for University Link, and d) support for East Link project development and environmental review.

Community Outreach staff will inform the public about light rail project plans, designs, and construction details. They will work closely with affected communities to address concerns and potential project impacts.

Project Control staff will continue to report up-to-date information on cost, schedule, and scope of all Link projects to support project decision making and help assess project performance. During the ongoing construction of the Initial Segment, continued focus will be placed on the configuration management process. This will assure that construction changes are effectively managed and coordinated. For the University Link project, the Project Control effort will focus on the refinement of cost estimates, schedule, and risk assessment to baseline the project budget, and schedules to be used for FFGA application. The Project Control effort for the Airport Link project will focus on the continued tracking and monitoring of budget and schedule performance, including coordination of schedules with the Port of Seattle, and supporting construction. For East Link, Project Control will support preparation of cost estimates for the conceptual design of the EIS alternatives.

Project Development staff will continue to facilitate design development by coordinating with all Link divisions and project partners. They will support the board's decision-making process by providing materials and briefings. The division will support the University Link final design and the federal Full Funding Grant Agreement application and manage the East Link project. Finally, Project Development staff will support federal communications and reporting, and negotiate and manage third-party agreements.

Link Environmental staff will continue to track the required mitigation measures and compile the quarterly reports for the Federal Transit Administration and implement wetland and historic mitigation measures for the Initial Segment, University Link and Airport Link projects. They will direct environmental permitting for University Link. They will manage the environmental process for the East Link EIS. The Environmental Division will also support Operations to identify and implement operational environmental requirements in preparation for opening of the Initial Segment in 2009.

Link Real Estate staff will continue to provide real estate support as needed on the Initial Segment. As part of this effort, close out of temporary construction easements for those no longer needed will be coordinated with property owners and the City of Seattle. Property transfers to the City of Seattle along MLK Jr. Way S. will also be concluded in 2008. Property

acquisitions for the Tukwila Segment will be finalized through agreements or through the legal process if necessary. A property transaction conveying property to the City of Sea Tac will be finalized in conjunction with the Airport Link project. Property acquisition and relocation for University Link consisting of 19 full parcels for Capitol Hill Station and staging and over 200 tunnel easements and other property interests between the Downtown Seattle Transit Tunnel and the University of Washington will be acquired in 2008. The relocation of 90 residential 45 businesses will continue through fall of 2008. Environmental due diligence will continue particularly in the Capitol Hill area as buildings are vacated and better access to the sites can be secured for additional environmental testing. Link Real Estate continues to provide real estate and relocation information and support for various alignments under consideration for East Link and other ST2 projects. In addition to providing real estate services for Link projects, Link Real Estate also acquires property rights as needed for Regional Express and Sounder Commuter Rail projects.

## **Link Capital Plan**

The Adopted 2008 lifetime budget of \$4.2 billion for the Link Program contains the following four capital project budgets: 1) \$80.4 million for Tacoma Link which is complete, 2) \$243.6 million for Airport Link, 3) \$2.2 billion for the Initial Segment, which includes a program reserve of \$128 million, and the \$24.9 million payment to King County Metro for debt service related to the transfer of the Downtown Seattle Transit Tunnel (DSST), and 4) \$1.66 billion for North Link, including \$1.614 billion for University Link, and \$46.0 million for the two other segments: from the University of Washington Station to Brooklyn Station at NE 45<sup>th</sup> Street, which includes historic costs associated with the previous work in this corridor, and Northgate to 45<sup>th</sup> Street.

The Adopted 2008 Budget for Link contains annual expenditures in the amount of \$523.3 million. Of this amount, \$275.1 million is for the Initial Segment, where construction continues along the 14-mile corridor between Seattle and South 154<sup>th</sup> Street in Tukwila. With construction for the operations and maintenance facility complete, and the Downtown Seattle Transit Tunnel (DSTT) reopened in 2007, ongoing construction is in the Rainier Valley, Beacon Hill Tunnel, and Tukwila Freeway segments, and follow-on systems work. Light rail vehicle manufacturing, assembly, and testing also continue in 2008.

North Link annual expenditures in 2008 are projected to be \$153.2 million. Of this amount, just over \$133.5 million is to complete final design and to acquire property that will be required for construction staging for the University Link project which extends from the Pine Street Stub Tunnel (PSST) to the University of Washington Station, as well as to procure additional light rail vehicles. Remaining expenditures are associated with ongoing activities for North Link from the University of Washington Station to Northgate.

Airport Link annual expenditures are projected at \$95.0 million, with active construction underway along the entire alignment from the International Boulevard Station at 154<sup>th</sup> Street in Tukwila to the station at SeaTac International Airport.

Project close-out for Tacoma Link is expected to be complete for financial close of 2007.

## **Changes in the Adopted 2008 Budget**

### ***Project Changes***

The Adopted 2008 lifetime budget reflects the resolution adopted by the Sound Transit Board in September 2007 to approve the University Link project capital Baseline Cost Estimate of \$1.614 billion; establish the baseline project completion schedule milestone as late September 2016; and authorize staff to submit a Full Funding Grant Agreement application to the Federal Transit Administration for the University Link project.

## ***Budget Changes***

The Adopted 2008 lifetime budget includes an amendment to increase the University Link project lifetime budget by \$100.0 million to the project capital Baseline Cost Estimate of \$1.614 billion, as adopted by resolution of the Sound Transit Board in September 2007.

Initial Segment project lifetime subarea budgets for North King County and South King County reflect the sum of actual historical lifetime outlays by subarea, plus estimated costs to complete distributed by subarea in accordance with the equity area rules established in the baseline construction estimate (BCE). The unallocated construction contingency within the Initial Segment project has been primarily utilized for North King County segments, including Rainier Valley, the E-3 Busway, and the Operations and Maintenance Facility. As a result, the budget in North King County has increased by \$25.1 million and the South King subarea budget has decreased by a like amount.

For the Airport Link project, the single bid received for the civil construction of the SeaTac/Airport station came in much higher than the engineer's cost estimate. As a result, the station finishes portion of the project is being redesigned. As of December 2007, redesign and value engineering work for the Station Finishes construction package reached 90% completion. A new cost to complete is in process, and staff anticipate an increase to the Airport Link project budget will be required. Staff are studying affordability within the agency's long-term financial plan and subarea financial capacity, and expect to submit an amendment to the Airport Link project budget for consideration by the Sound Transit Board in early 2008.

## ***Schedule Changes***

The project schedule for the Initial Segment is unmodified and revenue service remains scheduled for July 2009. The critical path of the Initial Segment construction runs through the ongoing construction in the Beacon Hill Tunnel, subsequent follow-on systems work, and system integrated testing and startup services.

The Adopted 2008 lifetime budget reflects the resolution adopted by the Sound Transit Board in September 2007 to establish the University Link baseline project completion schedule milestone as late September 2016.

## ***Baseline Budgets and Schedules***

The Adopted 2008 Budget includes baseline budgets and schedules for the following projects, which have completed the criteria established for setting project baselines:

1. Central Link Initial Segment: baseline capital budget of \$2.07 billion and scheduled project completion in July 2009.
2. Tacoma Link: baseline budget of \$80.4 million. Revenue service began in August 2003.
3. Airport Link: baseline budget of \$243.6 million and scheduled project completion in December 2009.
4. University Link: baseline budget of \$1.614 billion and scheduled project completion in September 2016

# Light Rail Capital

## 2008 Adopted Budget By Equity Area

Subarea	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
North King County	1,102,814	324,913	352,446	356,528	278,425	259,101	244,122	374,576	3,292,925
South King County	385,671	193,223	170,821	84,178	0	0	0	0	833,893
Pierce County	76,636	100	0	3,679	0	0	0	0	80,416
<b>Light Rail Capital</b>	<b>1,565,121</b>	<b>518,236</b>	<b>523,267</b>	<b>444,385</b>	<b>278,425</b>	<b>259,101</b>	<b>244,122</b>	<b>374,576</b>	<b>4,207,234</b>

## 2008 Adopted Budget By Phase

Phase	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
10 Agency Administration	139,246	26,549	34,174	29,253	10,995	14,246	15,087	52,396	321,946
20 Pre-Engineering/Env Review	80,696	88	1,713	562	0	0	0	0	83,058
30 Final Design and Specification	162,786	24,292	31,072	13,788	3,464	3,289	3,434	8,197	250,320
40 ROW Acquisition and Permits	249,877	55,422	83,542	22,369	2,884	1,468	0	0	415,562
50 Construction	757,881	333,586	248,894	188,491	208,124	227,870	212,741	277,795	2,455,383
52 Construction Services	58,359	26,327	21,526	11,225	7,363	10,592	11,728	33,223	180,343
65 Third Parties	50,114	16,446	8,397	3,574	2,841	1,636	1,132	2,966	87,107
70 Vehicles	66,162	35,527	73,572	41,744	42,754	0	0	0	259,759
90 Contingency	0	0	20,377	133,379	0	0	0	0	153,756
<b>Light Rail Capital</b>	<b>1,565,121</b>	<b>518,236</b>	<b>523,267</b>	<b>444,385</b>	<b>278,425</b>	<b>259,101</b>	<b>244,122</b>	<b>374,576</b>	<b>4,207,234</b>

## 2008 Adopted Budget By Project

Project	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
100 North Link - Northgate to 45th St	6,405	-7	2,573	29	0	0	0	0	9,000
200 University Link - Pine St Stub Tunnel (PSST) to UW Station	60,470	68,806	133,480	195,026	278,425	259,101	244,122	374,576	1,614,007
290 North Link - UW Station to Brooklyn Station (NE 45th St)	19,379	-504	17,121	996	0	0	0	0	36,992
300 Initial Segment	1,338,108	359,897	275,056	96,939	0	0	0	0	2,070,000
390 DSTT Debt Service	14,544	9,176	0	1,199	0	0	0	0	24,919
399 Initial Segment Project Reserve	0	0	0	128,300	0	0	0	0	128,300
400 Airport Link	49,579	80,768	95,037	18,216	0	0	0	0	243,600
500 Tacoma Link	----- Completed -----				0				80,416
<b>Light Rail Capital</b>	<b>1,565,121</b>	<b>518,236</b>	<b>523,267</b>	<b>444,385</b>	<b>278,425</b>	<b>259,101</b>	<b>244,122</b>	<b>374,576</b>	<b>4,207,234</b>

# Light Rail Capital

## Project

**100** North Link - Northgate to 45th St

## Description

The Sound Move plan calls for building a light rail line from SeaTac to the University District and extending it to the Northgate area subject to available funding. The route in this segment between the University District and Northgate was adopted by the Sound Transit Board in April 2006 and includes a tunnel station in the Roosevelt neighborhood and an elevated Northgate Station near the Northgate Transit Center. The budget for this segment reflects an estimate to complete preliminary engineering only. Final design, right of way, and construction for this segment have not yet been authorized or funded.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	9,000
2008 Adopted budget (in \$000)	9,000

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	6,405	-7	2,573	29	0	0	0	0	9,000
<b>Total</b>	<b>6,405</b>	<b>-7</b>	<b>2,573</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	507	-10	1,263	12	0	0	0	0	1,772
Pre-Engineering/Env Review	4,709	2	423	8	0	0	0	0	5,142
Final Design and Specification	1,034	0	0	0	0	0	0	0	1,034
ROW Acquisition and Permits	96	1	44	9	0	0	0	0	150
Third Parties	59	0	166	0	0	0	0	0	225
Contingency	0	0	677	0	0	0	0	0	677
<b>Total</b>	<b>6,405</b>	<b>-7</b>	<b>2,573</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>

## Risk Assessment :

**Status:** Preliminary Engineering

**Estimate Type:** Study Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: TBD

2008 Budget Schedule: TBD

## Comment

The study programmed for this project has been completed. Any future work for this segment of North Link prior to funding the completion of the project will be performed on an as-needed basis, hence budget and schedule risk are low.

# Light Rail Capital

## Project

**200** University Link - Pine St Stub Tunnel (PSST) to UW Station

## Description

The University Link work program and \$1.5 billion budget were approved by the Board in April 2006 in Board Resolution R2006-07. The 3.15-mile University Link alignment between the Pine Street Stub Tunnel and the University of Washington Station is located entirely underground with tunnels traveling from Pine Street: under the I-5 freeway to an underground station at Capitol Hill, continuing north beneath SR 520 and the Lake Washington Ship Canal, to an underground station on the University of Washington campus, near Husky Stadium. With the exception of short mined tunnels beneath Pine Street and limited cut-and-cover tunnel sections in the vicinity of the stations, the alignment is located in two parallel bored tunnels that are expected to be constructed using Earth Pressure Balanced Tunnel Boring Machines. University Link is expected to generate high ridership by serving the major population and employment centers of Capitol Hill and the University District.

This budget for University Link reflects the baseline cost estimate of \$1.614 billion which was adopted by the Sound Transit Board in September 2007 in Board Resolution R2007-20. The FFGA application for this project is being prepared to submit to the FTA.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	1,514,008
2008 Adopted budget (in \$000)	1,614,007

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	60,470	68,806	133,480	195,026	278,425	259,101	244,122	374,576	1,614,007
<b>Total</b>	<b>60,470</b>	<b>68,806</b>	<b>133,480</b>	<b>195,026</b>	<b>278,425</b>	<b>259,101</b>	<b>244,122</b>	<b>374,576</b>	<b>1,614,007</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	4,300	2,798	7,489	7,918	10,995	14,246	15,087	52,396	115,229
Pre-Engineering/Env Review	24,160	83	116	29	0	0	0	0	24,388
Final Design and Specification	4,730	16,354	26,152	12,325	3,464	3,289	3,434	8,197	77,944
ROW Acquisition and Permits	26,735	34,007	73,808	18,430	2,884	1,468	0	0	157,332
Construction	0	8,921	3,756	107,739	208,124	227,870	212,741	277,795	1,046,946
Construction Services	0	0	986	4,633	7,363	10,592	11,728	33,223	68,526
Third Parties	545	6,643	1,284	2,686	2,841	1,636	1,132	2,966	19,733
Vehicles	0	0	19,889	41,266	42,754	0	0	0	103,909
<b>Total</b>	<b>60,470</b>	<b>68,806</b>	<b>133,480</b>	<b>195,026</b>	<b>278,425</b>	<b>259,101</b>	<b>244,122</b>	<b>374,576</b>	<b>1,614,007</b>

## Risk Assessment :

**Status:** Final Design

**Estimate Type:** Preliminary Engineering

**Budget Risk Level:** HIGH

**Schedule Risk level:** HIGH

2007 Budget Schedule: 2016

2008 Budget Schedule: 2016

## Comment

**Budget Risk:** Construction risks include: contamination soil conditions, water infiltrations and/or settlement concerns, limited staging areas at Capitol Hill and UW stations, and potential for cost inflation.

**Schedule Risk:** Schedule risk is high due to the risk of potential delay posed by the federal funding approval process. Tunnel work poses additional schedule risk, mainly due to the possibility of unforeseen ground conditions and behavior. Underground utility conflicts during construction will be mitigated by early works contracts to reduce the impact of unknowns.

# Light Rail Capital

## Project

**290** North Link - UW Station to Brooklyn Station (NE 45th St)

## Description

This one mile segment of North Link spans between the UW Station and the Brooklyn Station at NE 45th Street, and will be located underground, including twin-bored tunnels with one station near Brooklyn Ave, NE and NE 45th Street in the University District. Final design, right of way, and construction for this segment have not yet been authorized or funded.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	36,992
2008 Adopted budget (in \$000)	36,992

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	19,379	-504	17,121	996	0	0	0	0	36,992
<b>Total</b>	<b>19,379</b>	<b>-504</b>	<b>17,121</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,992</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,710	-504	402	525	0	0	0	0	2,132
Pre-Engineering/Env Review	7,709	0	1,150	471	0	0	0	0	9,330
Final Design and Specification	5,350	0	0	0	0	0	0	0	5,350
ROW Acquisition and Permits	2,133	0	0	0	0	0	0	0	2,133
Construction	1,344	0	0	0	0	0	0	0	1,344
Third Parties	1,134	0	0	0	0	0	0	0	1,134
Contingency	0	0	15,569	0	0	0	0	0	15,569
<b>Total</b>	<b>19,379</b>	<b>-504</b>	<b>17,121</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,992</b>

## Risk Assessment :

**Status:** Preliminary Engineering

**Estimate Type:**

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: TBD

2008 Budget Schedule: TBD

## Comment

Budget Risk: The Preliminary Engineering is complete; budget risk is low. Budget for this segment was set aside when the North Link alignment was selected by the board in the April 2006 amendment.

Schedule Risk: There is no schedule risk. Final design work is not yet authorized.



# Light Rail Capital

## Project

300 Initial Segment

## Description

The 14-mile Initial Segment of the Central Link light rail line is under construction. The northern terminus is at Convention Place with passenger service beginning at Westlake Station serving downtown Seattle, the SODO industrial area, Beacon Hill, Rainier Valley, Tukwila and reaching an interim southern terminus at the Tukwila International Boulevard Station (S.154th St.). Passenger stations include Westlake, University Street, Pioneer Square, International District, Stadium, SODO, Beacon Hill, Mount Baker, Columbia City, Othello, Rainier Beach, and Tukwila International Boulevard. The operations and maintenance base has been constructed south of South Forest Street. Buses and light rail trains will share joint operations in the Downtown Seattle Transit Tunnel (DSTT) beginning in the summer of 2009.

Lifetime subarea budgets reflect the sum of actual historical lifetime outlays by subarea, plus estimated costs to complete distributed by subarea in accordance with the equity area rules established in the baseline cost estimate (BCE). The unallocated construction contingency within the Initial Segment project has been primarily utilized for North King County segments, including Rainier Valley, the E-3 Busway, and the Operations and Maintenance Facility. As a result, the budget in North King County has increased by \$25.1 million and the South King subarea budget has decreased by a like amount.

## Summaries

Baseline (in \$ 000)	2,070,000
2007 Current Budget (in \$ 000)	2,070,000
2008 Adopted budget (in \$000)	2,070,000

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	1,002,016	247,442	199,272	68,943	0	0	0	0	1,517,673
South King County	336,092	112,455	75,784	27,996	0	0	0	0	552,327
<b>Total</b>	<b>1,338,108</b>	<b>359,897</b>	<b>275,056</b>	<b>96,939</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,070,000</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	125,222	22,316	24,245	21,491	0	0	0	0	193,274
Pre-Engineering/Env Review	33,254	3	24	29	0	0	0	0	33,310
Final Design and Specification	136,882	5,255	3,853	1,223	0	0	0	0	147,213
ROW Acquisition and Permits	192,804	6,028	8,404	1,160	0	0	0	0	208,396
Construction	689,537	263,770	170,671	67,790	0	0	0	0	1,191,768
Construction Services	57,414	22,183	15,640	5,080	0	0	0	0	100,317
Third Parties	47,181	9,672	6,405	156	0	0	0	0	63,414
Vehicles	55,814	30,670	45,814	9	0	0	0	0	132,307
<b>Total</b>	<b>1,338,108</b>	<b>359,897</b>	<b>275,056</b>	<b>96,939</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,070,000</b>

## Risk Assessment :

## Pine Street Stub Tunnel and Downtown Seattle Transit Tunnel

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** MEDIUM

**Schedule Risk level:** MEDIUM

2007 Budget Schedule: 2009

2008 Budget Schedule: 2007

### *Comment*

Budget Risk: Risk is medium due to unknown field conditions, unusable old equipment, and coordination with follow-on systems work.

Schedule Risk: The construction involves coordination among multiple systems installations. Sound Transit, systems and civil contractors continue to coordinate access issues in the DSTT.

Schedule Change: The budget schedule in prior years reflected the projected completion date for the Initial Segment project. The 2008 Budget Schedule has been changed to show the projected completion date for this construction contract.

## E-3 Busway/South Forest Street

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

### *Comment*

Budget Risk: Budget risk is low. Project is complete, and all cost issues are settled.

Schedule Risk: Work is complete.

## Beacon Hill Tunnel and McClellan Facilities

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** HIGH

**Schedule Risk level:** HIGH

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

### *Comment*

**Budget Risk:** Unforeseen ground conditions during TBM tunneling pose a construction risk. Remaining civil work and station finishes, coupled with coordination and access issues for follow-on systems work, still pose major budget risk.

**Schedule Risk:** The tunnel work involves schedule risk, mainly due to the possibility of unforeseen ground conditions and behavior. The construction of the Beacon Hill Station is on the critical path of the C710 contract and the overall Initial Segment schedule. Completion of the station finishes and follow-on systems work pose major schedule risk.

## MLK Jr. Way South

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** HIGH

**Schedule Risk level:** LOW

2007 Budget Schedule: 2009

2008 Budget Schedule: 2008

### *Comment*

**Budget Risk:** The MLK construction involves extensive utility coordination, including the placement of existing overhead utilities in underground duct banks. Budget risks include coordination and providing on time access to follow-on systems work, and resolving outstanding construction issues.

**Schedule Risk:** Although the construction along MLK Jr. Way is delayed beyond the contract allotted time, schedule risk has been reduced due to significant performance improvement. The work for this contract is no longer most critical.

**Schedule Change:** The budget schedule in prior years reflected the projected completion date for the Initial Segment project. The 2008 Budget Schedule has been changed to show the projected completion date for this construction contract.

## Tukwila

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** MEDIUM

**Schedule Risk level:** MEDIUM

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

### *Comment*

Budget Risk: Completion of remaining work to meet specified milestones and allow access for follow-on systems work may pose budget risk.

Schedule Risk: Completion of remaining work to meet specified milestones and allow follow-on systems work still poses schedule risk.

## Maintenance Base

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2009

2008 Budget Schedule: 2007

### *Comment*

Budget Risk: All budget/cost issues have been resolved and settled.

Schedule Risk: Work is complete.

Schedule Change: The budget schedule in prior years reflected the projected completion date for the Initial Segment project. The 2008 Budget Schedule has been changed to show the projected completion date for this construction contract.

## Systems

**Status:** Construction

**Estimate Type:** Construction

**Budget Risk Level:** HIGH

**Schedule Risk level:** HIGH

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

### *Comment*

Budget Risk: Delays to civil contracts have necessitated acceleration of systems work and impacted contract budgets.

Schedule Risk: Delays to civil contracts are creating significant schedule risk for systems follow-on work.

# Light Rail Capital

**Project**

**390** DSTT Debt Service

**Description**

Downtown Seattle Transit Tunnel Debt Service

Payment of a portion of King County Metro debt service on DSTT during construction. This portion will be capitalized. There is also a component that will be charged to Operations. The total costs 2005-2009 will be \$30,207,515, of which \$5,288,774 will be charged to Operations.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	24,919
2008 Adopted budget (in \$000)	24,919

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	14,544	9,176	0	839	0	0	0	0	24,558
South King County	0	0	0	361	0	0	0	0	361
<b>Total</b>	<b>14,544</b>	<b>9,176</b>	<b>0</b>	<b>1,199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,919</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
ROW Acquisition and Permits	14,544	9,176	0	1,199	0	0	0	0	24,919
<b>Total</b>	<b>14,544</b>	<b>9,176</b>	<b>0</b>	<b>1,199</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,919</b>

# Light Rail Capital

## Project

399 Initial Segment Project Reserve

## Description

Unallocated project reserve for the Central Link Initial Segment that, if required, can be directed to augment contingencies allocated for individual line items within the Initial Segment budget. This project reserve may not be used for additional scope. A supermajority vote of the board is required to allocate these funds to the project.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	128,300
2008 Adopted budget (in \$000)	128,300

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
North King County	0	0	0	90,695	0	0	0	0	90,695
South King County	0	0	0	37,605	0	0	0	0	37,605
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,300</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Contingency	0	0	0	128,300	0	0	0	0	128,300
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,300</b>

# Light Rail Capital

## Project

400 Airport Link

## Description

Airport Link is a 1.7-mile light rail extension under construction between Tukwila International Boulevard station and the Airport that is planned to be completed by the end of 2009. The Airport Link route is a combination of elevated and at-grade guideway, and includes a light rail station near the main terminal of Sea-Tac International Airport, and a pick-up and drop-off facility located on the east side of International Boulevard in the City of SeaTac.

An amendment to the Airport Link budget is anticipated to reflect the cost at completion estimates at the conclusion of the station redesign effort currently underway.

## Summaries

Baseline (in \$ 000)	243,600
2007 Current Budget (in \$ 000)	243,600
2008 Adopted budget (in \$000)	243,600

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	49,579	80,768	95,037	18,216	0	0	0	0	243,600
<b>Total</b>	<b>49,579</b>	<b>80,768</b>	<b>95,037</b>	<b>18,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243,600</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	2,970	1,949	775	-694	0	0	0	0	5,000
Pre-Engineering/Env Review	4,669	0	0	25	0	0	0	0	4,693
Final Design and Specification	10,796	2,682	1,067	239	0	0	0	0	14,785
ROW Acquisition and Permits	11,025	6,118	1,286	1,571	0	0	0	0	20,000
Construction	15,206	60,887	74,467	12,962	0	0	0	0	163,522
Construction Services	945	4,143	4,900	1,512	0	0	0	0	11,500
Third Parties	1,194	132	542	732	0	0	0	0	2,600
Vehicles	2,774	4,857	7,869	0	0	0	0	0	15,500
Contingency	0	0	4,131	1,869	0	0	0	0	6,000
<b>Total</b>	<b>49,579</b>	<b>80,768</b>	<b>95,037</b>	<b>18,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243,600</b>

## Risk Assessment :

Status: Construction

Estimate Type: Construction

Budget Risk Level: HIGH

Schedule Risk level: HIGH

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

## Comment

Budget Risk: Budget risk for the Airport Link project is high. Primary risk factors are associated with systems work and station finishes. The civil construction bid for the Airport station came in much higher than the engineer's cost estimate; value engineering and redesign work is underway.

Schedule Risk: Coordination requirements with the Port of Seattle pose schedule challenges. Airport Station issues are causing delays and pose significant risk to the December 2009 revenue service date.



# Light Rail Capital

## Project

500 Tacoma Link

## Description

Tacoma Link runs between downtown Tacoma and the multimodal regional transit center at the Tacoma Dome. The line operates at-grade and provides connections to downtown offices, the theater district and the University of Washington's Tacoma Campus. The Tacoma Link Project was completed on time and is projected to be under budget when project close-out is completed.

## Summaries

Baseline (in \$ 000)	80,416
2007 Current Budget (in \$ 000)	80,416
2008 Adopted budget (in \$000)	80,416

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	76,636	100	0	3,679	0	0	0	0	80,416
<b>Total</b>	<b>76,636</b>	<b>100</b>	<b>0</b>	<b>3,679</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,416</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	4,538	0	0	0	0	0	0	0	4,538
Pre-Engineering/Env Review	6,194	0	0	0	0	0	0	0	6,194
Final Design and Specification	3,994	0	0	0	0	0	0	0	3,994
ROW Acquisition and Permits	2,540	92	0	0	0	0	0	0	2,632
Construction	51,795	8	0	0	0	0	0	0	51,803
Vehicles	7,575	0	0	469	0	0	0	0	8,043
Contingency	0	0	0	3,210	0	0	0	0	3,210
<b>Total</b>	<b>76,636</b>	<b>100</b>	<b>0</b>	<b>3,679</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,416</b>

## **CAPITAL PROJECTS PROGRAM SUMMARY**

Regional Express and Sounder programs are part of the regional high-capacity transit network approved by Puget Sound voters in 1996. The programs include capital facilities and access improvements to support the Sounder commuter rail and ST Express bus service. The Capital Projects Department focuses on the delivery of these projects and utilizes its considerable expertise and experience to complete the Sound Transit capital program effectively and to transfer to the Transportation Services Department (TSD) high quality facilities ready for service operations.

## **SOUNDER PROGRAM SUMMARY**

The Sounder Commuter Rail program includes design and construction of the infrastructure needed to support a commuter rail system. The system will have peak-hour passenger train service to 12 stations along an 83-mile corridor between Everett in Snohomish County and Lakewood in Pierce County. The Sounder capital projects are grouped in three segments: Everett-to-Seattle, Seattle-to-Tacoma, and Tacoma-to-Lakewood. Burlington Northern Santa Fe Railroad (BNSF) owns the right-of-way between Everett and Tacoma. Sound Transit owns about 7 miles of right-of-way at the south end of the corridor in Lakewood and Tacoma, and is acquiring about 1.2 miles of right-of-way to close the gap between the northern end of this right-of-way and the Tacoma Dome Station in Tacoma.

### **Everett to Seattle Segment**

The Everett to Seattle segment is a 35-mile long BNSF railroad corridor that will include three Sounder commuter rail stations—Everett, Mukilteo, and Edmonds. In 2003, Sound Transit and BNSF executed agreements that allowed commuter rail service in the corridor to begin with stops in Edmonds and Everett. Service at the Mukilteo Station is scheduled to begin in 2008. The agreements provide Sound Transit four perpetual commuter rail, round-trip service easements for four trips a day that are tied to Sound Transit delivering to BNSF environmental permits and approvals for track and signal improvements throughout the corridor. The final permit was completed and certified to BNSF in August 2006. The BNSF track and signal improvements will replace three single track sections in the corridor with double tracking and increase the capacity of the system. The first round trip went into service in December 2003 and the second in June 2005. The third round trip began in September 2007 and the fourth trip is scheduled for September of 2008.

### **Seattle to Tacoma Segment**

This Sounder segment is a 40-mile long BNSF railroad corridor between Seattle and Tacoma that includes seven Sounder commuter rail stations—King Street (Seattle), Tukwila, Kent, Auburn, Sumner, Puyallup, and Tacoma. The service at Tukwila is currently being provided at a temporary facility.

Extensive track and signal improvements throughout the 40-mile Seattle to Tacoma corridor are being made through a partnership between Sound Transit and BNSF. These improvements will increase the rail capacity of the corridor to support nine round trip Sounder trains a day so that commuter rail operation does not compromise freight mobility in the Puget Sound area. The 5<sup>th</sup> and 6<sup>th</sup> roundtrip trains including a reverse commute train began in September 2007. Together, the partnership is accomplishing approximately \$343 million in rail capacity improvements, including a new train control signal system; railroad crossing safety improvements; and approximately 25 miles of track upgrades. The first phase of improvements was completed in 2004. At the end of 2007, the second phase of improvements will be approximately 80% complete with the remaining work scheduled for completion by the third quarter of 2008.

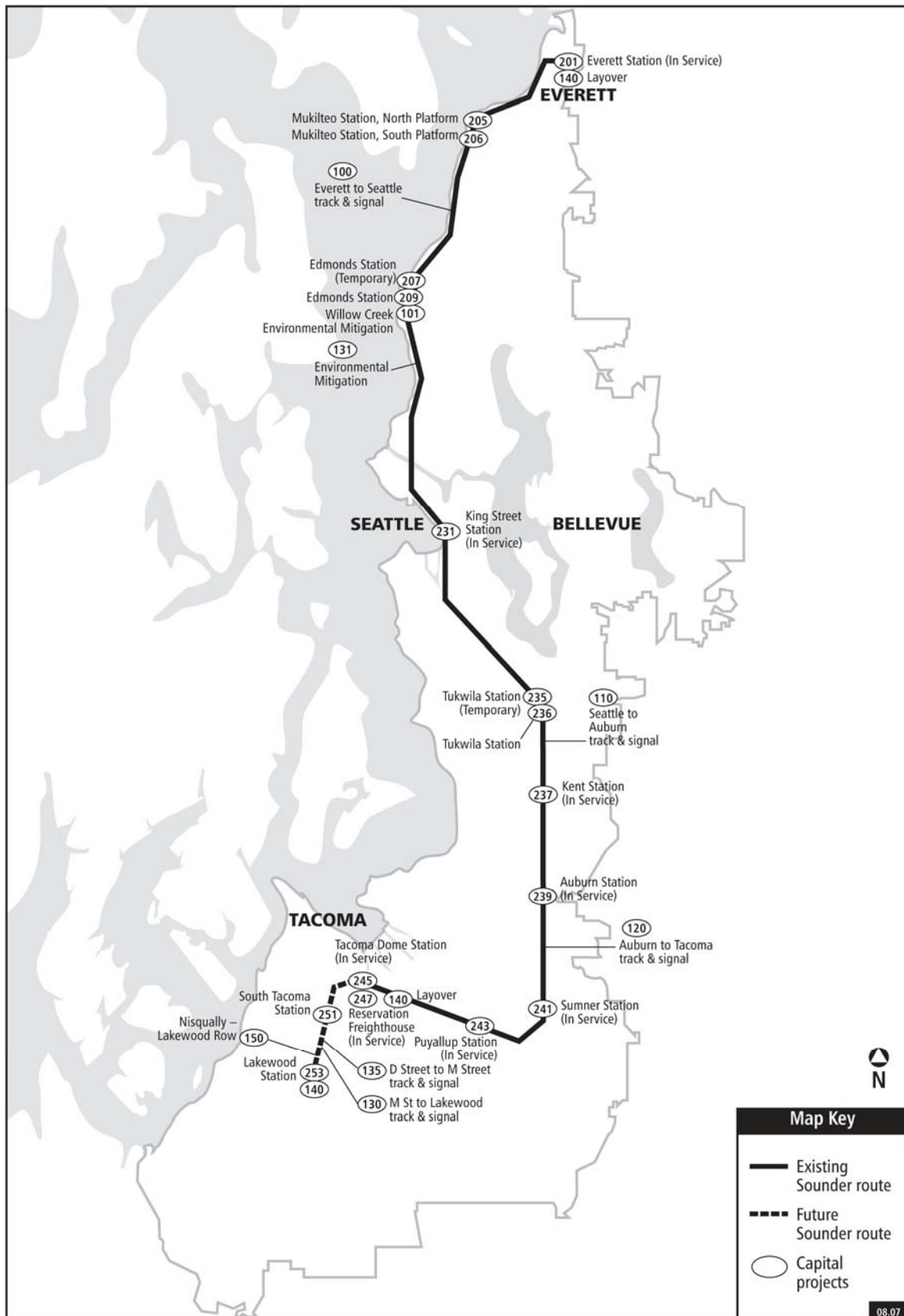
### **Tacoma to Lakewood Segment**

This Sounder segment is eight-miles long, including over one mile of new track to be constructed by Sound Transit and seven miles of track purchased from BNSF that will be upgraded to commuter rail standards by Sound Transit. Property acquisition for the new track portion began in 2003 and is scheduled to be complete in 2008. This corridor will serve stations in South Tacoma and Lakewood. It will connect to the Seattle to Tacoma segment at the Tacoma Dome Station.

### **Sounder Systemwide**

Layover facilities are a systemwide element of the Sounder capital program. The Layover project includes three facilities for overnight train layover at Everett, Seattle, and Lakewood. Currently a 3 train layover facility is in service at Everett with expansion planned for 2008, a layover facility is in service near King Street Station in Seattle, and a temporary layover facility is in service at Tacoma, which will be replaced by a layover project to be constructed at Lakewood with the Tacoma to Lakewood track and signal improvements.

## SOUNDER COMMUTER RAIL



## **Sounder Capital Plan**

The Sounder 2008 adopted lifetime capital budget (1997 – 2012) is \$1.2 billion with an adopted 2008 annual spending plan of \$66.5 million. The program lifetime budget has a net increase of \$4.9 million from 2007 due to an increase of \$5 million for the South Tacoma Station project and a decrease of \$26.5 thousand for a transfer from the Mukilteo Station, North Platform project to the SStart program. The yearly spending plan reflects a decrease of \$109.5 million compared to the current 2007 spending plan. The spending reduction is mainly due to the completion of the Reservation-Freighthouse remediation work and having made the final payment to BNSF on the Everett to Seattle Track and Signal project.

The final stage of construction on Everett Station is scheduled to start early in 2008. The Mukilteo Station, North Platform will be completed and open for service in mid-2008. Design work for interim improvements, to be complete in 2008, will be used to determine the appropriate level of investment that should be made at Edmonds Station prior to relocating the station to the new Edmonds Crossing project. The Edmonds Crossing project is a new multimodal terminal under development by the Washington State Ferries and will be located southwest of the existing station.

In the Seattle to Tacoma corridor Sound Transit is working with the cities of Tukwila and Renton to define the scope and sequencing of permanent Tukwila station improvements in keeping with local development plans.

In the Tacoma to Lakewood corridor, the construction of the M Street to Lakewood Track and Signal project is scheduled to begin in 2008. Lakewood Station will be available for regional and local bus service in the fourth quarter of 2008. Construction of the South Tacoma Station is scheduled to start early in 2008.

## **Changes in the Adopted 2008 Budget**

### **Budget Changes**

- Edmonds Station – Temporary (207): The project budget has decreased by \$29 thousand, which will close out the project. The funds are being transferred to the interim Edmonds Station project (209).
- Tukwila Station – Temporary (235): The project budget has decreased by \$456 thousand, which will close out the project. The funds are being transferred to the permanent Tukwila Station project (236).
- South Tacoma Station (251): The project budget was increased by \$5 million due to a higher than expected construction bid.
- D Street-M Street Track and Signal (135): No budget changes are included in the Adopted 2008 Budget. However, final project budget will need adjustment as noted in the risk section, in order to construct the project.

### **Transfers to and from Capital Program Subarea Reserves:**

Snohomish County:

- Layover (140): The project budget has increased by \$79 thousand due to an increase in the overhead forecast. The increase reflects a transfer from the program reserve.

### **Transfer of Program Funds to the Public Art Program:**

- Mukilteo Station, North Platform (205): The project budget has been decreased by the transfer of \$26.5 thousand to the SStart program budget in accordance with an agreement with the City of Mukilteo to waive the First Street vacation compensation in exchange for increasing the art budget for the project.

## Sounder Schedule Changes

Old Completion Date/New Completion Date

Project	2007	2008	2009	2010	2011	2012
201 Everett Station	4Q 2007	<b>3Q 2008</b>				
205 Mukilteo Station, North Platform	3Q 2007	<b>2Q 2008</b>				
206 Mukilteo Station, South Platform			3Q 2009	<b>1Q 2010</b>		
131 Permitting/ Environmental Mitigation		3Q 2008	<b>1Q 2009</b>			
236 Tukwila Station				1Q 2010 <b>2Q 2010</b>		
140 Layover		4Q 2008		<b>4Q 2010</b>		
130 M St.-Lakewood Track & Signal		4Q 2008		<b>1Q 2010</b>		
135 D St. – M St. Track & Signal				1Q 2010 <b>TBD</b>	<b>TBD</b>	
251 South Tacoma Station		1Q 2008	<b>2Q 2009</b>			
253 Lakewood Station		2Q 2008 <b>3Q 2008</b>				

The completion dates in the table above reflect when construction is expected to be substantially complete and the facility will be open for service. These dates do not include the project closeout effort, which can extend between twelve to eighteen months beyond the completion of construction as liens are released, final invoices are processed, claims are negotiated and settled and remaining budget is returned to program reserves.

## Scope, Schedule and Budget Risks

- Seattle – Tacoma Track and Signal (110/120):** Phase II improvements have been delayed by over two years due to delays in third-party activities upon which BNSF's scheduled work depended. WSDOT has agreed to fund \$8.0 million in betterments associated with additional track and signal improvements located at King Street Station to increase capacity for Amtrak passenger service.
- Tacoma – Lakewood Track and Signal, D Street to M Street (135):** Implementation of service between Lakewood and Tacoma is dependent upon the resolution of technical and operational issues associated with the design, construction, and operation of the 1.2 mile segment of new track between D Street and M Street. The project schedule has been impacted as a result of additional work required to assess whether or not there is another feasible alignment. The project budget will need to be increased and additional resources from benefited 3<sup>rd</sup> parties will be necessary since the option selected provides separation between the track and roads. Grade separated improvements were not originally envisioned as a part of the Sound Move project.

- **Tacoma – Lakewood Track and Signal, M Street to Lakewood (130):** Start of construction for these improvements has been delayed to accommodate the WSDOT-Rail Point Defiance Bypass Project, which overlaps the limits of Sound Transit’s work. Start of construction and completion will be dependent on the timeliness of the WSDOT project as well as resolution of an ongoing dispute over utility relocations with fiber optic providers.
- **Mukilteo Station (205/206):** Service at Mukilteo is dependent on BNSF’s schedule for the improvements in the rail corridor. The north platform of the Mukilteo Station will be completed in 2008. The full build-out of the station is dependent upon resolution of a complex real property transaction within budget and schedule for use of the property adjoining the rail right-of-way.
- **Tukwila Station (236):** A temporary station is in service at Tukwila. Design and construction of a permanent station has been impacted by the planned implementation of other major improvements in the project area by the Cities of Renton and Tukwila. Design of a permanent station will be advanced to the 30% engineering stage to complement the cities’ planning processes. It is unlikely that sufficient funding will be identified to fully implement this project as part of Sound Move. Portions of the total project may be constructible within existing budget.
- **Layover (140):** Current uncertainties associated with third-party agreements regarding scope and existing budget constraints place the schedules for these improvements at risk.
- **South Tacoma Station (251):** The project budget has increased since the proposed budget by \$5 million due to the construction bid being higher than the Engineer’s Estimate. The budget was increased through Resolution R2007-21 and approved by the board on November 8, 2007. It was also included as an amendment to the Adoption of the Proposed Budget with Amendments in resolution R2007-25 approved by the board on November 29, 2007. Budget risk will remain high, since the value of the property being acquired through condemnation is yet to be determined.

## Baseline Budgets

The following active projects were baselined in 2007:

- Reservation-Freighthouse (247)
- South Tacoma Station (251)

# Souder

## 2008 Adopted Budget By Equity Area

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
Snohomish County	275,281	56,466	17,174	26,714	7,064	0	0	0	382,698
South King County	295,265	15,924	12,866	35,713	1,185	17	0	0	360,969
Pierce County	287,382	30,129	36,468	67,596	14,951	2,110	37,637	0	476,274
<b>Souder</b>	<b>857,927</b>	<b>102,518</b>	<b>66,508</b>	<b>130,023</b>	<b>23,200</b>	<b>2,128</b>	<b>37,637</b>	<b>0</b>	<b>1,219,941</b>

## 2008 Adopted Budget By Phase

Phase	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
10 Agency Administration	34,638	3,274	3,264	5,963	1,035	62	1,063	0	49,298
20 Pre-Engineering/Env Review	24,721	734	546	1,640	0	0	0	0	27,641
30 Final Design and Specification	26,343	2,563	531	5,346	0	0	0	0	34,783
40 ROW Acquisition and Permits	292,011	52,278	1,893	8,029	0	0	0	0	354,211
50 Construction	345,708	43,670	59,918	91,817	13,229	2,048	288	0	556,678
70 Vehicles	134,505	0	356	564	956	0	0	0	136,381
90 Contingency	0	0	0	16,664	7,981	17	36,286	0	60,948
<b>Souder</b>	<b>857,927</b>	<b>102,518</b>	<b>66,508</b>	<b>130,023</b>	<b>23,200</b>	<b>2,128</b>	<b>37,637</b>	<b>0</b>	<b>1,219,941</b>



## 2008 Adopted Budget By Project

### Sounder

Project Number and Name	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
<b>Active Projects</b>									
100 Everett-Seattle Track & Signal	247,995	50,946	34	4,351	0	0	0	0	303,326
101 Willow Creek Environmental Mitigation	0	11	253	617	119	0	0	0	1,001
110 Seattle-Auburn Track & Signal	205,457	13,310	11,170	25,532	0	0	0	0	255,469
120 Auburn-Tacoma Track & Signal	165,331	10,902	9,036	20,027	0	0	0	0	205,295
130 M Street-Lakewood Track & Signal	25,875	861	5,160	31,637	10,068	0	0	0	73,601
131 Permitting/Environmental Mitigation	1,074	260	588	5,777	2,590	0	0	0	10,288
135 D Street-M Street Track & Signal	25,730	511	2,071	6,320	1,647	2,108	37,637	0	76,025
140 Layover	13,813	955	3,159	4,117	2,360	20	0	0	24,424
150 Nisqually-Lakewood ROW	14,779	87	0	1,236	0	0	0	0	16,101
201 Everett Station	17,711	166	8,316	2,581	0	0	0	0	28,774
205 Mukilteo Station, North Platform	2,770	3,801	3,578	72	0	0	0	0	10,221
206 Mukilteo Station, South Platform	0	635	956	5,891	1,889	0	0	0	9,371
209 Edmonds Station	3,026	495	2,757	6,651	0	0	0	0	12,929
236 Tukwila Station	8,741	260	651	6,782	0	0	0	0	16,434
247 Reservation-Freighthouse	12,610	3,671	0	3,608	0	0	0	0	19,889
251 South Tacoma Station	2,985	896	7,770	4,825	0	0	0	0	16,476
253 Lakewood Station	7,158	14,753	11,009	0	0	0	0	0	32,920
600 Sounder Program Reserve	0	0	0	0	4,527	0	0	0	4,527
<b>Total for Active Projects</b>	<b>755,056</b>	<b>102,518</b>	<b>66,508</b>	<b>130,023</b>	<b>23,200</b>	<b>2,128</b>	<b>37,637</b>	<b>0</b>	<b>1,117,070</b>
<b>Closed Projects</b>									
207 Edmonds Station (Temporary)	176	0	0	0	0	0	0	0	177
231 King Street Station	7,928	0	0	0	0	0	0	0	7,928
233 Boeing Access Rd Station	65	0	0	0	0	0	0	0	65
235 Tukwila Station (Temporary)	2,837	0	0	0	0	0	0	0	2,837
237 Kent Station	32,388	0	0	0	0	0	0	0	32,388
239 Auburn Station	25,815	0	0	0	0	0	0	0	25,815
241 Sumner Station	8,741	0	0	0	0	0	0	0	8,741
243 Puyallup Station	13,336	0	0	0	0	0	0	0	13,336
245 Tacoma Dome Station	9,767	0	0	0	0	0	0	0	9,767
255 Lakewood CBD	1,816	0	0	0	0	0	0	0	1,816
<b>Total for Closed Out Projects</b>	<b>102,871</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102,871</b>
<b>Sounder</b>	<b>857,927</b>	<b>102,518</b>	<b>66,508</b>	<b>130,023</b>	<b>23,200</b>	<b>2,128</b>	<b>37,637</b>	<b>0</b>	<b>1,219,941</b>

# Sounder

## Project

100 Everett-Seattle Track & Signal

## Description

Scope: Sound Transit has agreements with Burlington Northern Santa Fe (BNSF) to purchase commuter rail easements for service between Seattle and Everett. The agreements call for Sound Transit to make payments to BNSF on specific dates; \$79M - 12/17/2003, \$79M - 12/17/2004, \$50M - 12/17/2006, \$50M - 12/17/2007. BNSF is responsible for construction of any track and signal improvements, Sound Transit has environmental compliance responsibilities that run concurrent with the construction activity. BNSF is expected to complete their work in 2009 or 2010.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	303,258
2007 Current Budget (in \$ 000)	303,326
2008 Adopted budget (in \$000)	303,326

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	247,995	50,946	34	4,351	0	0	0	0	303,326
<b>Total</b>	<b>247,995</b>	<b>50,946</b>	<b>34</b>	<b>4,351</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>303,326</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	7,221	842	6	1,098	0	0	0	0	9,166
Pre-Engineering/Env Review	3,951	0	0	5	0	0	0	0	3,956
Final Design and Specification	11	0	0	0	0	0	0	0	11
ROW Acquisition and Permits	208,151	50,056	0	50	0	0	0	0	258,256
Construction	619	48	28	6	0	0	0	0	701
Vehicles	28,043	0	0	0	0	0	0	0	28,043
Contingency	0	0	0	3,192	0	0	0	0	3,192
<b>Total</b>	<b>247,995</b>	<b>50,946</b>	<b>34</b>	<b>4,351</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>303,326</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2007

# Sounder

## Project

101 Willow Creek Environmental Mitigation

## Description

Scope: This project includes the final design and construction of a new culvert that will allow Willow Creek to cross the railroad tracks once the creek is day lighted as part of the Edmonds Crossing Project. The culvert is required as part of a commitment made by the Sound Transit as compensatory mitigation for environmental impacts. Sound Transit will contract directly with the designer for final design and with BNSF for construction.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	1,001
2008 Adopted budget (in \$000)	1,001

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	11	253	617	119	0	0	0	1,001
<b>Total</b>	<b>0</b>	<b>11</b>	<b>253</b>	<b>617</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,001</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	1	7	16	3	0	0	0	26
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	11	0	109	0	0	0	0	120
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	0	0	247	491	0	0	0	0	738
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	116	0	0	0	116
<b>Total</b>	<b>0</b>	<b>11</b>	<b>253</b>	<b>617</b>	<b>119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,001</b>

## Risk Assesment :

Status: Final Design

Estimate Type: Conceptual

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

# Souder

## Project

110 Seattle-Auburn Track & Signal

## Description

Scope: This project is the Seattle to Auburn portion of the 40-mile segment from Seattle to Tacoma, located in the existing BNSF mainline railroad corridor, is made up of this project and Auburn to Tacoma Track and Signal, project 120. The costs are allocated to the two projects based on track miles. The extensive track and signal improvements throughout the corridor are being made through a partnership between Sound Transit and BNSF. These improvements will increase the rail capacity of the corridor so that additional passenger trains do not compromise freight mobility in the Puget Sound area. Phase I track improvements have been completed. Passenger service began in September 2000 with two round-trip trains per weekday. Currently, four round trips per day are running, as well as special event service for weekend sports and community events. Sound Transit's agreement with BNSF allows nine round-trip trains to Lakewood when track and signal improvements are complete. We have a commitment letter from WSDOT for an \$8M betterment for the increased scope of work for the WSDOT track modification for King Street Station, this is not included in the project budget.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	256,147
2007 Current Budget (in \$ 000)	255,469
2008 Adopted budget (in \$000)	255,469

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	205,457	13,310	11,170	25,532	0	0	0	0	255,469
<b>Total</b>	<b>205,457</b>	<b>13,310</b>	<b>11,170</b>	<b>25,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,469</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	9,068	425	485	547	0	0	0	0	10,526
Pre-Engineering/Env Review	5,890	0	0	28	0	0	0	0	5,918
Final Design and Specification	4,867	-2	0	29	0	0	0	0	4,894
ROW Acquisition and Permits	35	28	0	7	0	0	0	0	69
Construction	135,906	12,859	10,685	22,514	0	0	0	0	181,963
Vehicles	49,692	0	0	0	0	0	0	0	49,692
Contingency	0	0	0	2,408	0	0	0	0	2,408
<b>Total</b>	<b>205,457</b>	<b>13,310</b>	<b>11,170</b>	<b>25,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,469</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Souder

## Project

120 Auburn-Tacoma Track & Signal

## Description

Scope: This project is the Auburn to Tacoma portion of the 40-mile segment from Seattle to Tacoma, located in the existing BNSF mainline railroad corridor, is made up of this project and Seattle to Auburn Track and Signal, project 110. The costs are allocated to the two projects based on track miles. The extensive track and signal improvements throughout the corridor are being made through a partnership between Sound Transit and BNSF. These improvements will increase the rail capacity of the corridor so that additional passenger trains do not compromise freight mobility in the Puget Sound area. Phase I track improvements have been completed. Passenger service began in September 2000 with two round-trip trains per weekday. Currently, four round trip trains per day are running, as well as special event service for weekend sports and community events. Sound Transit's agreement with BNSF allows nine round-trip trains to Lakewood when track and signal improvements are complete. We have a commitment letter from WSDOT for an \$8M betterment for the increased scope of work for the WSDOT track modification for King Street Station, this is not included in the project budget.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	206,965
2007 Current Budget (in \$ 000)	205,295
2008 Adopted budget (in \$000)	205,295

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	165,331	10,902	9,036	20,027	0	0	0	0	205,295
<b>Total</b>	<b>165,331</b>	<b>10,902</b>	<b>9,036</b>	<b>20,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205,295</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	7,098	355	376	318	0	0	0	0	8,147
Pre-Engineering/Env Review	4,807	0	0	0	0	0	0	0	4,807
Final Design and Specification	3,905	-1	0	48	0	0	0	0	3,952
ROW Acquisition and Permits	12	22	0	0	0	0	0	0	34
Construction	110,646	10,526	8,659	17,246	0	0	0	0	147,077
Vehicles	38,863	0	0	0	0	0	0	0	38,863
Contingency	0	0	0	2,415	0	0	0	0	2,415
<b>Total</b>	<b>165,331</b>	<b>10,902</b>	<b>9,036</b>	<b>20,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205,295</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Sounder

## Project

130 M Street-Lakewood Track & Signal

## Description

Scope: To extend Sounder service to South Tacoma and Lakewood Stations, Sound Transit will be reconstructing 7 miles of the Lakeview Subdivision tracks, installing a new signal system, and upgrading crossings from M St. to Bridgeport way in Lakewood. This project will be constructed with the WSDOT Point Defiance Bypass project as one contract. Sound Transit and WSDOT will each bear the costs of their respective projects.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	73,601
2007 Current Budget (in \$ 000)	73,601
2008 Adopted budget (in \$000)	73,601

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	25,875	861	5,160	31,637	10,068	0	0	0	73,601
<b>Total</b>	<b>25,875</b>	<b>861</b>	<b>5,160</b>	<b>31,637</b>	<b>10,068</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73,601</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,067	368	170	1,466	302	0	0	0	3,373
Pre-Engineering/Env Review	1,470	23	0	2	0	0	0	0	1,495
Final Design and Specification	2,684	74	0	1,018	0	0	0	0	3,776
ROW Acquisition and Permits	11,485	272	0	431	0	0	0	0	12,187
Construction	216	124	4,990	28,720	6,548	0	0	0	40,598
Vehicles	8,953	0	0	0	938	0	0	0	9,891
Contingency	0	0	0	0	2,280	0	0	0	2,280
<b>Total</b>	<b>25,875</b>	<b>861</b>	<b>5,160</b>	<b>31,637</b>	<b>10,068</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73,601</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: HIGH

2007 Budget Schedule: 2008

2008 Budget Schedule: 2010

## Comment

Start of construction has been delayed to coordinate with WSDOT Pt. Defiance Bypass project. Bid opening not likely until Spring 2008.

# Sounder

## Project

131 Permitting/Environmental Mitigation

## Description

Scope: The Agreement between BNSF and Sound Transit signed in December 2003 commits Sound Transit to acquire all of the permits necessary for BNSF improvements identified in the Environmental Impact Statement. Sound Transit is also responsible for implementing the off-site mitigation required for the project. All environmental permits for all easements were in-hand by August 2006. The mitigation scope includes the purchase of three properties in the Snohomish River Estuary, the purchase and demolition of the Meadowdale Marina and a small freshwater wetland enhancement project in the Town of Woodway. The wetland enhancement at Woodway is underway. A process to identify a replacement project that will be of similar nature to the Meadowdale Marina project is underway. Construction is scheduled to be completed in 2009 but post construction mitigation and monitoring will take place through 2010.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	10,288
2008 Adopted budget (in \$000)	10,288

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	1,074	260	588	5,777	2,590	0	0	0	10,288
<b>Total</b>	<b>1,074</b>	<b>260</b>	<b>588</b>	<b>5,777</b>	<b>2,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,288</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	71	14	29	311	126	0	0	0	550
Pre-Engineering/Env Review	731	100	0	990	0	0	0	0	1,820
Final Design and Specification	20	0	0	360	0	0	0	0	380
ROW and Construction	252	146	559	4,117	1,450	0	0	0	6,523
Contingency	0	0	0	0	1,015	0	0	0	1,015
<b>Total</b>	<b>1,074</b>	<b>260</b>	<b>588</b>	<b>5,777</b>	<b>2,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,288</b>

## Risk Assessment :

Status: Conceptual Engineering

Estimate Type: Conceptual

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2009

# Sounder

## Project

135 D Street-M Street Track & Signal

## Description

Scope: Design and construct a railroad track connection between existing railroad track at the Tacoma Dome Station and the Sound Transit railroad right-of-way (the Lakeview Subdivision Line) commencing at the S. Tacoma Avenue overpass. Feasibility studies are underway to evaluate elimination of the currently proposed at-grade crossings of Pacific Ave. and South Tacoma Way with an overpass across Pacific Ave. and realigning the proposed tracks to avoid crossing South Tacoma Way. Board action was taken in December 2007 selecting Alternative 3 Modified which is a grade-separated option for the rail connector.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	76,025
2008 Adopted budget (in \$000)	76,025

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	25,730	511	2,071	6,320	1,647	2,108	37,637	0	76,025
<b>Total</b>	<b>25,730</b>	<b>511</b>	<b>2,071</b>	<b>6,320</b>	<b>1,647</b>	<b>2,108</b>	<b>37,637</b>	<b>0</b>	<b>76,025</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,711	-300	58	185	466	60	1,063	0	3,243
Pre-Engineering/Env Review	1,467	89	159	27	0	0	0	0	1,742
Final Design and Specification	2,126	537	125	1,921	0	0	0	0	4,708
ROW and Construction	11,474	185	1,373	3,623	1,163	2,048	288	0	20,155
Vehicles	8,953	0	356	564	17	0	0	0	9,891
Contingency	0	0	0	0	0	0	36,286	0	36,286
<b>Total</b>	<b>25,730</b>	<b>511</b>	<b>2,071</b>	<b>6,320</b>	<b>1,647</b>	<b>2,108</b>	<b>37,637</b>	<b>0</b>	<b>76,025</b>

## Risk Assessment :

Status: PE/ED

Estimate Type: Conceptual

Budget Risk Level: HIGH

- ☒ Right of Way Costs
- ☒ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☒ Shared Project funding
- ☒ Utilities Relocation ☒ Project Location
- ☐ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: 2010

2008 Budget Schedule: TBD

## Comment

Feasibility study of a grade separated alternative has impacted the schedule for completion and if pursued will require additional project budget and funding by third parties.



# Sounder

## Project

140 Layover

## Description

Scope: Layover is a system wide component of the commuter rail program. It includes storage tracks and facilities for layover of trains at Seattle, Everett, and Lakewood. The costs and budget are allocated to 3 subareas based on vehicle miles with 26 weekday train trips in service. The budget includes a \$12.7 million pass-through state grant to Amtrak for the improvements to the Seattle (Holgate) yard. A new sub-project has been initiated to expand the existing temporary L St. Layover Yard in Tacoma because of the delay on the D St. to M St. Track & Signal project.

Changes since 2007: Budget increased \$79K to cover overhead, funds transferred from the Snohomish County Program Reserve to the Snohomish County portion of the project.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	24,344
2008 Adopted budget (in \$000)	24,424

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	2,527	152	693	774	228	0	0	0	4,374
South King County	5,138	336	1,045	1,524	1,066	17	0	0	9,127
Pierce County	6,148	466	1,422	1,819	1,066	3	0	0	10,923
<b>Total</b>	<b>13,813</b>	<b>955</b>	<b>3,159</b>	<b>4,117</b>	<b>2,360</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>24,424</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	496	111	85	85	28	3	0	0	808
Pre-Engineering/Env Review	125	71	88	56	0	0	0	0	340
Final Design and Specification	259	74	86	85	0	0	0	0	503
ROW Acquisition and Permits	0	602	459	0	0	0	0	0	1,061
Construction	12,933	97	2,442	3,891	2,324	0	0	0	21,686
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	8	17	0	0	25
<b>Total</b>	<b>13,813</b>	<b>955</b>	<b>3,159</b>	<b>4,117</b>	<b>2,360</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>24,424</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Design

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation
- ☒ Project Location
- ☒ Coordination

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2008

2008 Budget Schedule: 2010

## Comment

Complex ROW acquisition has impacted the ability to proceed to construction in Everett. Lakewood Layover is delayed due to coordination with WSDOT's Pt. Defiance By-Pass project.

# Sounder

## Project

150 Nisqually-Lakewood ROW

## Description

Scope: Project complete.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	16,101
2008 Adopted budget (in \$000)	16,101

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	14,779	87	0	1,236	0	0	0	0	16,101
<b>Total</b>	<b>14,779</b>	<b>87</b>	<b>0</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,101</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1	0	0	0	0	0	0	0	1
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	14,777	87	0	0	0	0	0	0	16,100
Construction	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	1,236	0	0	0	0	0
<b>Total</b>	<b>14,779</b>	<b>87</b>	<b>0</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,101</b>

## Risk Assessment :

Status: Closed

Estimate Type: Final

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2007

# Sounder

## Project

201 Everett Station

## Description

Scope: Everett Station is a multimodal station accommodating Amtrak, Greyhound, Everett Transit, Community Transit, Sound Transit Express Bus, Sounder Commuter Rail, charters, taxis, and shuttles. The initial phase of the project was developed by the City of Everett. Sound Transit is responsible for construction of the final phase of the station, including demolition and remediation on the east side of the tracks (completed in 2006), the east parking lot (440 stalls), a pedestrian bridge over the tracks connecting the east parking lot to the commuter rail platform, pedestrian access plazas on both sides of the tracks, completion of the north portion of the south parking lot (total 300 parking stalls), and a small operations building on the west side of the tracks to house light maintenance supplies, security personnel and BNSF train crews.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	26,872
2007 Current Budget (in \$ 000)	28,774
2008 Adopted budget (in \$000)	28,774

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	17,711	166	8,316	2,581	0	0	0	0	28,774
<b>Total</b>	<b>17,711</b>	<b>166</b>	<b>8,316</b>	<b>2,581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,774</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,039	15	458	188	0	0	0	0	1,700
Pre-Engineering/Env Review	1,194	0	0	1	0	0	0	0	1,195
Final Design and Specification	1,397	61	0	19	0	0	0	0	1,477
ROW Acquisition and Permits	7,181	50	0	168	0	0	0	0	7,399
Construction	6,901	41	7,858	1,972	0	0	0	0	16,772
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	233	0	0	0	0	233
<b>Total</b>	<b>17,711</b>	<b>166</b>	<b>8,316</b>	<b>2,581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,774</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☐ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: 2007

2008 Budget Schedule: 2009

## Comment

Delay in schedule due to property acquisition issues has caused construction cost to rise, project has limited contingencies.

# Sounder

## Project

205 Mukilteo Station, North Platform

## Description

Scope: Work elements included in this project are the north platform, surface parking, sidewalk, foundations for the future building and pedestrian bridge, landscaping, signage and lighting. The Mukilteo Water District has signed an agreement for a \$240K betterment which will extend the existing water utility. This is not included in the project budget.

Changes since 2007: Budget is being reduced by \$26.5K which is being transferred to the STart budget for this project in accordance with an agreement with the City of Mukilteo to waive the First Street vacation compensation in exchange for increasing the station art budget.

## Summaries

Baseline (in \$ 000)	9,810
2007 Current Budget (in \$ 000)	10,247
2008 Adopted budget (in \$000)	10,221

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	2,770	3,801	3,578	72	0	0	0	0	10,221
<b>Total</b>	<b>2,770</b>	<b>3,801</b>	<b>3,578</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,221</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	226	222	168	17	0	0	0	0	633
Pre-Engineering/Env Review	620	0	0	0	0	0	0	0	620
Final Design and Specification	1,612	90	28	0	0	0	0	0	1,730
ROW Acquisition and Permits	300	44	0	0	0	0	0	0	345
Construction	12	3,444	3,382	0	0	0	0	0	6,838
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	55	0	0	0	0	55
<b>Total</b>	<b>2,770</b>	<b>3,801</b>	<b>3,578</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,221</b>

## Risk Assesment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2007

2008 Budget Schedule: 2008

# Sounder

## Project

206 Mukilteo Station, South Platform

## Description

Scope: The Mukilteo Station South Platform project includes the 2nd platform, stair & elevator towers for both platforms and the pedestrian bridge connecting them. A contribution towards a surface parking lot to be constructed by Washington State Ferries as part of a future new Mukilteo multimodal terminal, is also included.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	9,371
2008 Adopted budget (in \$000)	9,371

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	635	956	5,891	1,889	0	0	0	9,371
<b>Total</b>	<b>0</b>	<b>635</b>	<b>956</b>	<b>5,891</b>	<b>1,889</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,371</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	37	56	352	110	0	0	0	554
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	598	0	848	0	0	0	0	1,446
ROW Acquisition and Permits	0	0	0	690	0	0	0	0	690
Construction	0	0	900	4,002	1,744	0	0	0	6,646
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	35	0	0	0	35
<b>Total</b>	<b>0</b>	<b>635</b>	<b>956</b>	<b>5,891</b>	<b>1,889</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,371</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Design

Budget Risk Level: HIGH

- ☒ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☒ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation
- ☒ Project Location
- ☐ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: 2009

2008 Budget Schedule: 2010

## Comment

Project dependent upon BNSF schedule to construct 2nd track and requires access from the Mukilteo Tank Farm to be supplussed by the Department of Defense to the Port of Everett. .

# Sounder

## Project

**207** Edmonds Station (Temporary)

## Description

Project in service.

Changes since 2007: Administrative process underway to close out project, transferring \$29K in excess budget to project 209 - Edmonds Station.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	206
2008 Adopted budget (in \$000)	177

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	176	0	0	0	0	0	0	0	177
<b>Total</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>177</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	9	0	0	0	0	0	0	0	9
Pre-Engineering/Env Review	3	0	0	0	0	0	0	0	3
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	163	0	0	0	0	0	0	0	163
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>177</b>

## Risk Assessment :

**Status:** In Service

**Estimate Type:** Final

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2003

2008 Budget Schedule: 2003

# Souder

## Project

209 Edmonds Station

## Description

Scope: Edmonds is currently served by a temporary platform on the east side of the tracks at the Edmonds Amtrak Station. An interim station will be constructed for Souder service until such time as the Edmonds Crossing multimodal station led by the Washington State Ferries is funded and built. When BNSF constructs a second main line through Edmonds, construction will require removal of the temporary station platform. The interim station will include two platforms (shared with Amtrak), shelters for weather protection, short term parking for passenger drop off and pick up, and about 150 parking spaces. The station scope has been revisited to reflect the shorter lifespan (10-15 years) expected for the interim station due to the future Edmonds Crossing project. To ensure continuous service is provided once BNSF starts construction of the second mainline, Sound Transit must build a new platform on the west side of the existing tracks between Dayton and Main Streets, as an initial phase of development at this site.

Changes since 2007: Transferred \$29K in budget from project 207 - Edmonds Station (Temporary) which is being closed out.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	12,900
2008 Adopted budget (in \$000)	12,929

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	3,026	495	2,757	6,651	0	0	0	0	12,929
<b>Total</b>	<b>3,026</b>	<b>495</b>	<b>2,757</b>	<b>6,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,929</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	206	28	118	322	0	0	0	0	674
Pre-Engineering/Env Review	685	0	0	28	0	0	0	0	713
Final Design and Specification	22	433	3	642	0	0	0	0	1,099
ROW Acquisition and Permits	2,037	33	0	92	0	0	0	0	2,162
Construction	77	0	2,637	4,792	0	0	0	0	7,506
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	776	0	0	0	0	776
<b>Total</b>	<b>3,026</b>	<b>495</b>	<b>2,757</b>	<b>6,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,929</b>

## Risk Assesment :

Status: Final Design

Estimate Type: Design

Budget Risk Level: LOW

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

## Comment

Project dependent upon BNSF schedule to construct 2nd track.

# Sounder

## Project

235 Tukwila Station (Temporary)

## Description

Project is in service.

Changes since 2007: Administrative process underway to close out project, transferring \$456K in excess budget to project 236 - Tukwila Station.

## Summaries

Baseline (in \$ 000)	20,331
2007 Current Budget (in \$ 000)	3,293
2008 Adopted budget (in \$000)	2,837

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	2,837	0	0	0	0	0	0	0	2,837
<b>Total</b>	<b>2,837</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,837</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	212	0	0	0	0	0	0	0	212
Pre-Engineering/Env Review	260	0	0	0	0	0	0	0	260
Final Design and Specification	480	0	0	0	0	0	0	0	480
ROW Acquisition and Permits	177	0	0	0	0	0	0	0	177
Construction	1,708	0	0	0	0	0	0	0	1,708
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,837</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,837</b>

## Risk Assessment :

**Status:** In Service

**Estimate Type:** Final

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2004

2008 Budget Schedule: 2004



# Sounder

## Project

236 Tukwila Station

## Description

Scope: Service to Tukwila is currently supported by a temporary station boarding area. Preliminary engineering is underway on the design of a permanent station. The permanent Tukwila Station may include two platforms with canopies, surface parking, a bus transfer facility, two ticket vending machines, and bike lockers, depending on the cost estimate for these elements. It will be constructed south of Longacres Way and west of the BNSF railroad tracks. Full build out of the permanent station improvements is dependant upon successful passage of ST 2. The current station budget is only sufficient to fund a portion of the permanent station. The project partners (Tukwila, Renton, AMTRAK, KCM, ST) have developed a Master Plan for the station. The Master Plan also identifies off-site improvements that will be the responsibility of others.

Changes since 2007: Transferred \$456K in budget from project 235 - Tukwila Station (Temporary) which is being closed out.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	15,977
2008 Adopted budget (in \$000)	16,434

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	8,741	260	651	6,782	0	0	0	0	16,434
<b>Total</b>	<b>8,741</b>	<b>260</b>	<b>651</b>	<b>6,782</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,434</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	116	88	61	590	0	0	0	0	855
Pre-Engineering/Env Review	250	123	300	502	0	0	0	0	1,175
Final Design and Specification	0	0	290	110	0	0	0	0	400
ROW Acquisition and Permits	8,376	49	0	0	0	0	0	0	8,425
Construction	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	5,580	0	0	0	0	5,580
<b>Total</b>	<b>8,741</b>	<b>260</b>	<b>651</b>	<b>6,782</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,434</b>

## Risk Assessment :

**Status:** Preliminary Engineering

**Estimate Type:** Conceptual

**Budget Risk Level:** HIGH

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☒ Coordination

**Schedule Risk level:** HIGH

2007 Budget Schedule: TBD

2008 Budget Schedule: TBD

## Comment

Risks are being addressed in work that is underway to phase station construction. Permanent station was dependent on passage of RTID/ST2 vote which failed in November 2007.

# Sounder

## Project

247 Reservation-Freighthouse

## Description

Scope: This project includes the construction of 1.3 miles of new track and signals for the Reservation - Freighthouse connection. The work is substantially complete. A third phase of remediation of a segment of the structural earth wall was required to address settlement that occurred beyond original estimates. Phase 3 remediation consisted of the construction of concrete retaining walls supported by two rows of drilled shaft piles and relocation of a section of existing storm drainage line.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	19,013
2007 Current Budget (in \$ 000)	19,889
2008 Adopted budget (in \$000)	19,889

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	6,895	2,018	0	1,875	0	0	0	0	10,787
Pierce County	5,715	1,653	0	1,733	0	0	0	0	9,102
<b>Total</b>	<b>12,610</b>	<b>3,671</b>	<b>0</b>	<b>3,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,889</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	712	192	0	191	0	0	0	0	1,096
Pre-Engineering/Env Review	201	0	0	0	0	0	0	0	201
Final Design and Specification	990	212	0	0	0	0	0	0	1,202
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	10,707	3,266	0	2,452	0	0	0	0	16,425
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	965	0	0	0	0	965
<b>Total</b>	<b>12,610</b>	<b>3,671</b>	<b>0</b>	<b>3,608</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,889</b>

## Risk Assessment :

Status: In Service

Estimate Type: Final

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2007

# Sounder

## Project

251 South Tacoma Station

## Description

Scope: The project is located between South 56th and South 60th Streets in South Tacoma. This station will provide service to South Tacoma and University Place residents to destinations along the Sounder Commuter Rail corridor and intercept those customers currently traveling north to the Tacoma Dome Station. The project includes a single-side platform with passenger amenities, surface parking for approximately 215 vehicles and a passenger drop-off zone.

Changes since 2007: On November 8, 2007 the board approved R2007-21 which increased the project budget by \$5M to accommodate a higher than anticipated construction bid.

## Summaries

Baseline (in \$ 000)	11,515
2007 Current Budget (in \$ 000)	16,476
2008 Adopted budget (in \$000)	16,476

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	2,985	896	7,770	4,825	0	0	0	0	16,476
<b>Total</b>	<b>2,985</b>	<b>896</b>	<b>7,770</b>	<b>4,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,476</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	219	57	476	277	0	0	0	0	1,029
Pre-Engineering/Env Review	542	0	0	0	0	0	0	0	542
Final Design and Specification	885	77	0	159	0	0	0	0	1,121
ROW Acquisition and Permits	1,287	694	61	0	0	0	0	0	2,041
Construction	53	67	7,233	3,349	0	0	0	0	10,703
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	1,041	0	0	0	0	1,041
<b>Total</b>	<b>2,985</b>	<b>896</b>	<b>7,770</b>	<b>4,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,476</b>

## Risk Assessment :

**Status:** Baseline Cost Estimate

**Estimate Type:** Construction

**Budget Risk Level:** HIGH

- ☒ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☒ Coordination

**Schedule Risk level:** LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2009

## Comment

Budget risk will remain high due to an unresolved valuation of ROW acquisition.

# Sounder

## Project

253 Lakewood Station

## Description

Scope: Lakewood Station will provide a 600 foot-long single-side platform for commuter rail, bus transit facilities for regional and local service, passenger shelters, and parking for approximately 620 vehicles in a structured garage. The station will be located at a site on Pacific Highway S., approximately 1/2 mile north of Bridgeport Way and approximately one mile south of the I-5/SR 512 interchange. In coordination with this project, the City of Lakewood is constructing street improvements on Pacific Highway SW and 47th Avenue SW, including installation of three traffic signals serving the station.

Changes since 2007: none

## Summaries

Baseline (in \$ 000)	32,920
2007 Current Budget (in \$ 000)	32,920
2008 Adopted budget (in \$000)	32,920

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Pierce County	7,158	14,753	11,009	0	0	0	0	0	32,920
<b>Total</b>	<b>7,158</b>	<b>14,753</b>	<b>11,009</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,920</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	450	819	711	0	0	0	0	0	1,980
Pre-Engineering/Env Review	1,019	328	0	0	0	0	0	0	1,347
Final Design and Specification	1,431	398	0	0	0	0	0	0	1,829
ROW Acquisition and Permits	4,180	122	0	0	0	0	0	0	4,302
Construction	78	13,086	10,298	0	0	0	0	0	23,462
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>7,158</b>	<b>14,753</b>	<b>11,009</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,920</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Sounder

## Project

601 Sounder Program Reserve

## Description

Changes since 2007: Snohomish County reserves decreased by \$79K as a result of a transfer to the Layover project due to increased overhead budget. No change in South King County or Pierce County.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	4,606
2008 Adopted budget (in \$000)	4,527

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	0	0	0	2,238	0	0	0	2,238
South King County	0	0	0	0	118	0	0	0	118
Pierce County	0	0	0	0	2,170	0	0	0	2,170
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,527</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,527</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	0	0	0	0	0	0	0
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	4,527	0	0	0	4,527
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,527</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,527</b>

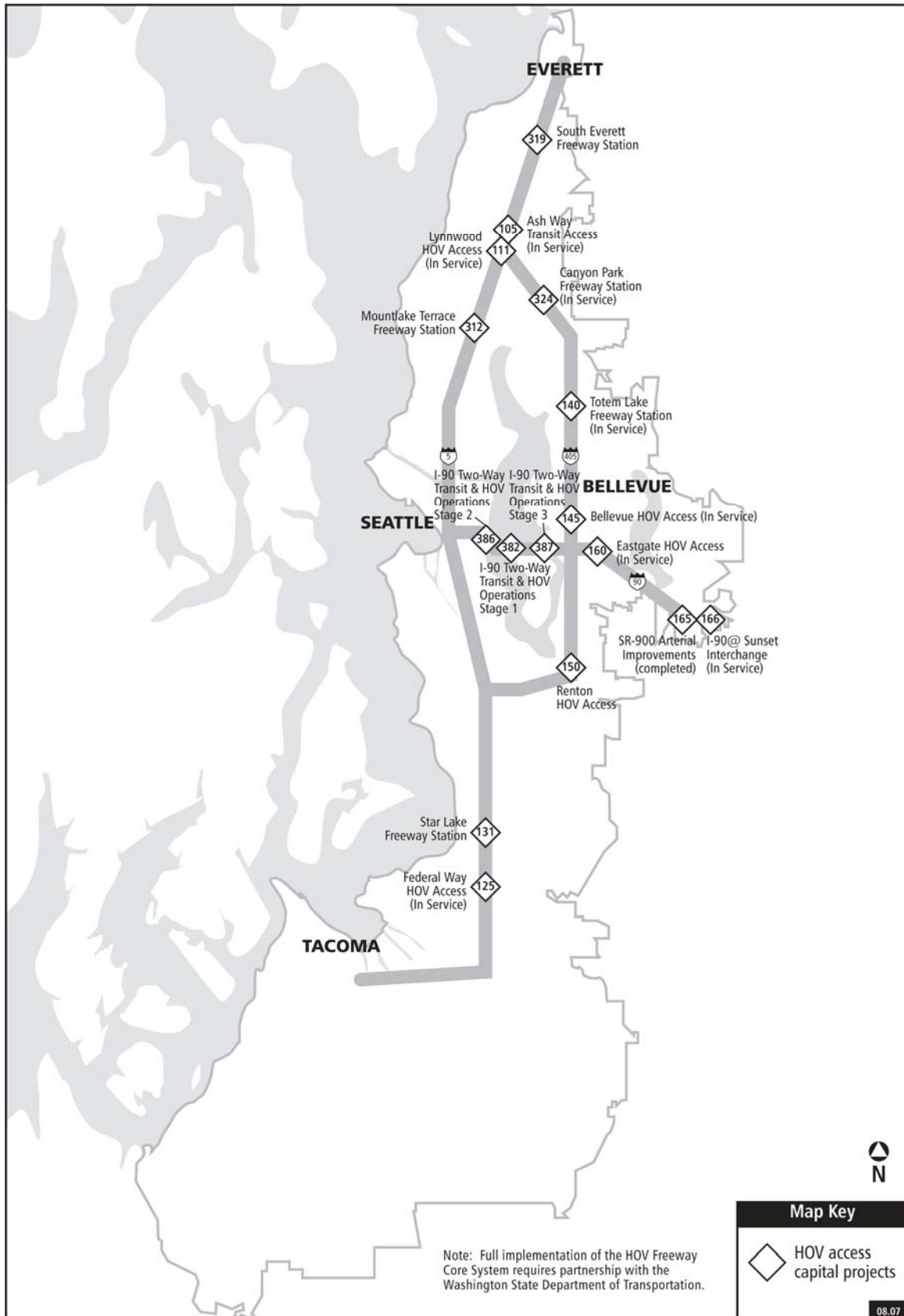
## **REGIONAL EXPRESS PROGRAM SUMMARY**

The Regional Express program includes Community Connections and HOV Access projects.

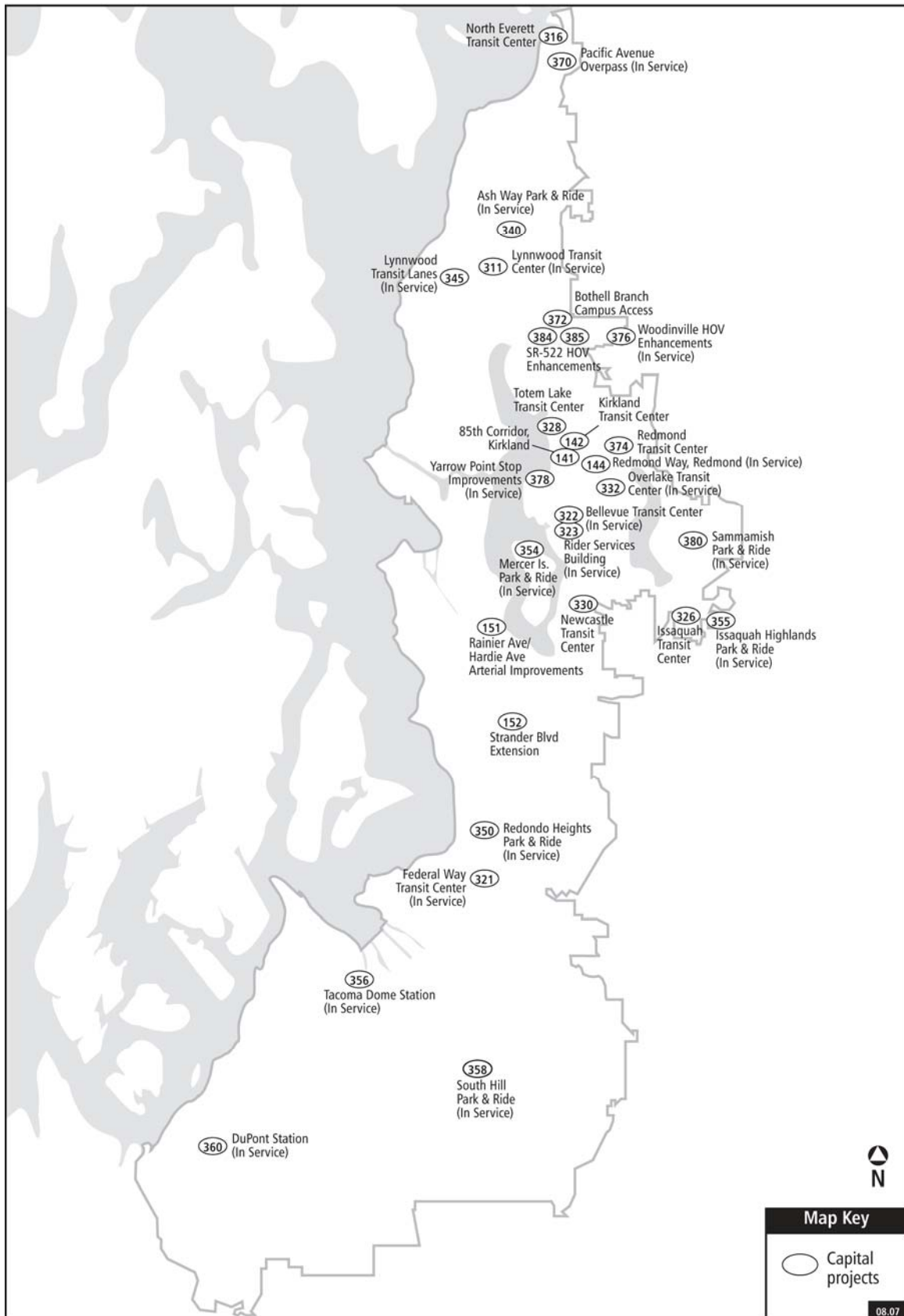
To maximize public access between regional and local transit systems, Sound Transit is completing a variety of Community Connection facilities, including transit centers, park-and-ride lots, and transit access improvements. These facilities will improve access to the regional transit system as well as connections to local transit services.

The HOV Access projects are being implemented through a partnership between Sound Transit and the Washington State Department of Transportation. Sound Transit is funding direct access ramps and freeway transit stations to make it easier for transit customers, vanpools, and carpools to access the HOV lanes on some of the region's most congested freeways.

## REGIONAL EXPRESS CAPITAL PROJECTS - HOV ACCESS



## REGIONAL EXPRESS CAPITAL PROJECTS - COMMUNITY CONNECTIONS





## **Regional Express Capital Plan**

The Regional Express 2008 adopted lifetime capital budget (1997–2012) is \$785.2 million with a 2008 annual spending plan of \$56.9 million. The program lifetime budget remains the same as in 2007. The yearly spending plan reflects a decrease of \$7.5 million compared to the current 2007 spending plan.

Expenditures in 2008 in the Regional Express Program will be lower than in 2007 due to the completion of the Canyon Park Freeway Station, Totem Lake Freeway Station, Mercer Island Park-and-Ride, Bothell Branch Campus Access, and Issaquah Transit Center projects.

The Snohomish County program has three projects remaining to be completed: South Everett Freeway Station, Mountlake Terrace Freeway Station, and City of Everett-led North Everett Transit Center project. The South Everett Freeway Station and the North Everett Transit Center projects are under construction and Mountlake Terrace Freeway Station is in final design.

The South King County projects are in service with the exception of the Star Lake Freeway Station. Work is underway to determine if the design concept previously agreed to by all parties can be developed in phases.

In East King County, Regional Express management is focused on completing the design of the remaining program and advancing these projects into construction. The projects not yet under construction include the Renton HOV Access and I-90 Two-Way Transit and HOV Operations (Stages 2 and 3) projects which are dependent upon funding from WSDOT and others. The Kirkland Transit Center project is currently in the preliminary engineering and environmental documentation phase. The remaining East King County projects not yet under construction are being led by others with capped contributions from Sound Transit.

All Pierce County projects in the Regional Express program have been in service since 2004.

## **Changes in the Adopted 2008 Budget**

### **Transfers to and from Capital Program Subarea Reserves:**

#### **Snohomish County:**

- Lynnwood HOV Access (111): The project budget has decreased by \$56 thousand in project savings for a total realized savings of \$5.5 million; savings transferred to the program reserve.
- Lynnwood Transit Center (311): The project budget has decreased by \$80 thousand in project savings for a total realized savings of \$3.4 million; savings transferred to the program reserve.
- Mountlake Terrace Freeway Station (312): No budget changes are proposed in 2008. However, final project budget will need adjustment as noted in the risk section, when the project is baselined.

#### **East King County:**

- Redmond Way, Redmond (144): The project budget has decreased by \$308 thousand in project savings; savings transferred to the program reserve.
- Bellevue HOV Access (145): The project budget has decreased by \$1.9 million in realized project savings for a total realized savings of \$18.3 million; savings transferred to the program reserve.
- Rainier Avenue Arterial Improvements (151): The project budget has increased by \$43 thousand due to an increase in the overhead forecast; budget transferred from the program

reserve.

- Strander Boulevard Extension (152): The project budget has increased by \$11 thousand due to an increase in the overhead forecast; budget transferred from the program reserve.
- Woodinville Arterial HOV (376): The project budget has decreased by \$16 thousand in realized project savings for a total realized savings of \$5.3 million; savings transferred to the program reserve.
- Yarrow Point Stop Improvements (378): The project budget has decreased by \$42 thousand in realized project savings, savings transferred to the program reserve.
- SR522 HOV Enhancements/Bothell (385): The project budget has increased by \$29 thousand due to an increase in the overhead forecast. The budget was transferred from the program reserve.

## Regional Express Schedule Changes

### Led by Sound Transit

Old Completion Date/New Completion Date

Project	2007	2008	2009	2010-2013
312 Mountlake Terrace Freeway Station			1Q 2009	3Q 2010
142 Kirkland Transit Center				2Q 2010 1Q 2010
354 Mercer Island Park & Ride	4Q 2007	1Q 2008		
372 Bothell Branch Campus Access	2Q 2007	2Q 2008		

### Led by Others - Sound Transit provides a capped contribution

Old Completion Date/New Completion Date

Project	2007	2008	2009	2010-2013
141 85 <sup>th</sup> Corridor, Kirkland		3Q 2008	3Q 2009	
151 Rainier/Hardie Arterial Improvements		4Q 2008	2Q 2009	
152 Strander Blvd. Extension				1Q 2010 1Q 2013
328 Totem Lake Transit Center /Evergreen Medical Center		1Q 2008 2Q 2008		
374 Redmond Transit Center/NE 83rd	4Q 2007	1Q 2008		
384 SR 522 HOV Enhancements -Kenmore		2Q 2008 3Q 2008		

The completion dates in both tables above reflect when construction is expected to be substantially complete and the facility will be open for service. These dates do not include the project closeout effort, which can extend between twelve to eighteen months beyond the completion of construction as liens are released, final invoices are processed, claims are negotiated and settled, and remaining budget is returned to program reserves.

### **Scope, Schedule and Budget Risks**

- Mountlake Terrace Freeway Station (312): Project budget will need to be increased in order to baseline the project budget to account for the 60% design construction cost estimate and for appropriate construction cost escalation contingencies.

### **Baseline Budgets**

The following active project was baselined in 2007:

- I-90 Two-Way Transit & HOV Operations, Stage 1 (382)

# Regional Express

## 2008 Adopted Budget By Equity Area

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
Snohomish County	102,322	19,021	7,225	17,477	11,234	15	387	0	157,681
South King County	71,199	1,150	1,856	4,528	0	0	0	0	78,733
East King County	262,122	57,204	47,854	87,506	48,029	25,367	0	0	528,081
Pierce County	20,745	0	0	0	0	0	0	0	20,745
<b>Regional Express</b>	<b>456,389</b>	<b>77,375</b>	<b>56,934</b>	<b>109,511</b>	<b>59,263</b>	<b>25,382</b>	<b>387</b>	<b>0</b>	<b>785,242</b>

## 2008 Adopted Budget By Phase

Phase	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
10 Agency Administration	24,253	3,687	3,166	7,582	2,939	130	20	0	41,778
20 Pre-Engineering/Env Review	47,606	1,583	514	1,630	0	0	0	0	51,333
30 Final Design and Specification	37,613	3,924	10,657	3,681	0	0	0	0	55,874
40 ROW Acquisition and Permits	44,513	2,606	10,359	5,772	40	0	0	0	63,291
50 Construction	302,405	65,576	31,222	71,994	47,900	2,446	10	0	521,553
90 Contingency	0	0	1,015	18,853	8,383	22,806	357	0	51,414
<b>Regional Express</b>	<b>456,389</b>	<b>77,375</b>	<b>56,934</b>	<b>109,511</b>	<b>59,263</b>	<b>25,382</b>	<b>387</b>	<b>0</b>	<b>785,242</b>

## 2008 Adopted Budget By Project

### Regional Express

Project Number and Name	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
<b>Active Projects</b>									
105 Ash Way Transit Access/164th SW	16,249	2,275	77	387	6	0	0	0	18,993
111 Lynnwood HOV Access/46th Ave W	25,660	17	0	17	0	0	0	0	25,694
125 Federal Way HOV Access/S 317th	27,624	1,054	835	3,104	0	0	0	0	32,618
131 Star Lake Freeway Station/S 272nd	3,094	0	1,018	1	0	0	0	0	4,113
140 Totem Lake Freeway Station/NE 128th	59,174	13,637	110	3,194	147	0	0	0	76,263
141 85th Corridor, Kirkland	1,208	146	1,973	2,689	0	0	0	0	6,015
142 Kirkland Transit Center/3rd	610	462	3,483	5,132	3,612	0	0	0	13,300
144 Redmond Way, Redmond	248	1,784	0	99	0	0	0	0	2,130
145 Bellevue HOV Access	70,886	9	96	575	0	0	0	0	71,566
150 Renton HOV Access/N 8th	3,309	-23	9,309	28,776	25,700	4	0	0	67,075
151 Rainier Avenue Arterial Improvements	417	547	3,132	4,554	4,506	2,561	0	0	15,717
152 Strander Boulevard Extension	0	0	1,478	2,053	689	0	0	0	4,219
160 Eastgate HOV Access/142nd Ave SE	28,618	839	62	9,388	0	0	0	0	38,908
311 Lynnwood Transit Ctr/46th Ave W	30,075	10	0	229	0	0	0	0	30,314
312 Mountlake Terrace Freeway Station/236th SW	2,457	2,203	1,637	11,674	7,173	15	387	0	25,545
316 N Everett Transit Center/Everett Comm College	108	1,055	55	481	0	0	0	0	1,698
319 S Everett Freeway Station/112th SE	7,441	13,461	5,457	4,690	160	0	0	0	31,209
321 Federal Way Transit Center/S 317th	37,932	96	3	1,424	0	0	0	0	39,455
323 Bellevue Rider Services Bldg	2,738	21	0	742	0	0	0	0	3,501
324 Canyon Park Freeway Station	4,355	4,873	31	974	494	0	0	0	10,728
326 Issaquah Transit Center/SR900	9,929	12,151	2,600	4,802	0	0	0	0	29,482
328 Totem Lake Transit Center/Evergreen Medical Center	766	78	3,389	3,510	0	0	0	0	7,743
330 Newcastle Transit Center/SE 70th	207	247	1,938	4,830	0	0	0	0	7,223
354 Mercer Island Park-And-Ride/N Mercer Way	10,619	4,549	1,056	606	0	0	0	0	16,829
355 Issaquah Highlands Park-And-Ride/Highland Dr	6,217	962	0	937	0	0	0	0	8,116
372 Bothell Branch Campus Access	501	736	1,618	1,005	0	0	0	0	3,860
374 Redmond Transit Center/NE 83rd	335	4,709	1,888	0	0	0	0	0	6,931
380 Sammamish Park-And-Ride/228th SE	6,872	53	0	254	0	0	0	0	7,179
382 I-90 Two-Way Transit & HOV Operations, Stage 1	5,362	5,343	8,610	6,374	92	0	0	0	25,782
384 SR522 HOV Enhancements/Kenmore	1,510	3,752	3,365	163	0	0	0	0	8,791
385 SR522 HOV Enhancements/Bothell	491	1,543	1,977	3,766	825	0	0	0	8,601
386 I-90 Two-Way Transit & HOV Operations, Stage 2	1,815	787	1,738	3,069	11,963	0	0	0	19,372
387 I-90 Two-Way Transit & HOV Operations, Stage 3	1,723	-4	0	2	0	0	0	0	1,722
999 Regional Express Program Reserve	0	0	0	0	3,895	22,802	0	0	26,697
<b>Total for Active Projects</b>	<b>368,550</b>	<b>77,375</b>	<b>56,934</b>	<b>109,497</b>	<b>59,263</b>	<b>25,382</b>	<b>387</b>	<b>0</b>	<b>697,389</b>

## 2008 Adopted Budget By Project

### Regional Express

Project Number and Name	1997-2006	2007	2008	2009	2010	2011	2012	Future Years	Total
<b>Closed Projects</b>									
135 I-405 @ Southcenter	55	0	0	0	0	0	0	0	55
165 I-90 @ Sunset Interchange	9,185	0	0	0	0	0	0	0	9,185
166 SR900 Park-And-Ride Arterial Improvements	7,117	0	0	0	0	0	0	0	7,117
314 S Everett Transit Center	31	0	0	0	0	0	0	0	31
322 Bellevue Transit Center/NE 6th	15,453	0	0	0	0	0	0	0	15,453
332 Overlake Transit Center/NE 40th	10,939	0	0	0	0	0	0	0	10,939
340 Ash Way Park-And-Ride	1,114	0	0	0	0	0	0	0	1,114
342 Swamp Creek Park-And-Ride	303	0	0	0	0	0	0	0	303
345 Lynnwood SR99 Transit Lanes	2,546	0	0	0	0	0	0	0	2,546
346 E Everett Park-And-Ride	86	0	0	0	0	0	0	0	86
350 Redondo Heights Park-And- Ride/SR99	2,483	0	0	0	0	0	0	0	2,483
352 Other Park-And-Ride Expansion	10	0	0	0	0	0	0	0	10
356 Tacoma Dome Station	10,805	0	0	0	0	0	0	0	10,805
358 South Hill Park-And-Ride/94th Ave E	5,625	0	0	0	0	0	0	0	5,625
360 Dupont Station/Wilmington Dr	4,314	0	0	0	0	0	0	0	4,314
370 Pacific Avenue Overpass	16,222	0	0	0	0	0	0	0	16,222
376 Woodinville Arterial HOV/SR202/SR522	1,410	0	0	13	0	0	0	0	1,424
378 Yarrow Point Stop Improvements	109	0	0	0	0	0	0	0	109
395 Funds For Other Projects	31	0	0	0	0	0	0	0	31
<b>Total for Closed Out Projects</b>	<b>87,839</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87,853</b>
<b>Regional Express</b>	<b>456,389</b>	<b>77,375</b>	<b>56,934</b>	<b>109,511</b>	<b>59,263</b>	<b>25,382</b>	<b>387</b>	<b>0</b>	<b>785,242</b>

# Regional Express

**Project**

**105** Ash Way Transit Access/164th SW

**Description**

Scope: Project is in service. Remaining budget is for wetland mitigation monitoring which will continue until 2010.

Changes since 2007: None

**Summaries**

Baseline (in \$ 000)	18,428
2007 Current Budget (in \$ 000)	18,993
2008 Adopted budget (in \$000)	18,993

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	16,249	2,275	77	387	6	0	0	0	18,993
<b>Total</b>	<b>16,249</b>	<b>2,275</b>	<b>77</b>	<b>387</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,993</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	785	-2	9	295	1	0	0	0	1,088
Pre-Engineering/Env Review	1,144	0	0	0	0	0	0	0	1,144
Final Design and Specification	1,639	0	0	0	0	0	0	0	1,639
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	12,681	2,277	68	92	5	0	0	0	15,123
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>16,249</b>	<b>2,275</b>	<b>77</b>	<b>387</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,993</b>

**Risk Assessment :**

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2005

2008 Budget Schedule: 2005

# Regional Express

## Project

111 Lynnwood HOV Access/46th Ave W

## Description

Project is in service.

Changes since 2007: Project savings of \$56K transferred to Snohomish County Program Reserve and the project is being closed out.

## Summaries

Baseline (in \$ 000)	31,157
2007 Current Budget (in \$ 000)	25,750
2008 Adopted budget (in \$000)	25,694

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	25,660	17	0	17	0	0	0	0	25,694
<b>Total</b>	<b>25,660</b>	<b>17</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,694</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,452	5	0	0	0	0	0	0	1,457
Pre-Engineering/Env Review	3,263	0	0	0	0	0	0	0	3,263
Final Design and Specification	1,686	0	0	0	0	0	0	0	1,686
ROW Acquisition and Permits	2,907	0	0	0	0	0	0	0	2,907
Construction	16,352	12	0	0	0	0	0	0	16,364
Contingency	0	0	0	17	0	0	0	0	17
<b>Total</b>	<b>25,660</b>	<b>17</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,694</b>

## Risk Assessment :

Status: In Service

Estimate Type: Final

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2004

2008 Budget Schedule: 2004



# Regional Express

**Project**

**125** Federal Way HOV Access/S 317th

**Description**

Project is in service. Budget includes 3 years of post construction plant establishment per agreement with WSDOT.

Changes since 2007: None

**Summaries**

Baseline (in \$ 000)	32,618
2007 Current Budget (in \$ 000)	32,618
2008 Adopted budget (in \$000)	32,618

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	27,624	1,054	835	3,104	0	0	0	0	32,618
<b>Total</b>	<b>27,624</b>	<b>1,054</b>	<b>835</b>	<b>3,104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,618</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,595	15	50	233	0	0	0	0	1,893
Pre-Engineering/Env Review	2,396	0	0	0	0	0	0	0	2,396
Final Design and Specification	1,833	0	0	0	0	0	0	0	1,833
ROW Acquisition and Permits	1,423	2	17	18	0	0	0	0	1,459
Construction	20,377	1,038	769	2,042	0	0	0	0	24,225
Contingency	0	0	0	811	0	0	0	0	811
<b>Total</b>	<b>27,624</b>	<b>1,054</b>	<b>835</b>	<b>3,104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,618</b>

**Risk Assessment :**

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

# Regional Express

## Project

131 Star Lake Freeway Station/S 272nd

## Description

Scope: This project consists of an in-line transit station in the I-5 median north of South 272nd Street in Kent, as well as transit/HOV direct access ramps to and from South 272nd Street to improve bus speed and reliability. The project would provide convenient customer access to I-5 bus service without requiring buses to exit the freeway and would improve the I-5/South 272nd Street connection for both transit and HOV's. The I-5/South 272nd Interchange Feasibility Study identified a Single Point Urban Interchange (SPUI) as the best alternative to improve transit access and traffic flow to/from the Star Lake area. The estimated cost of the full SPUI exceeds the available project funding, so WSDOT is leading a feasibility study to identify a viable Phase 1 project that would have independent utility and that could be built with the available funding. The expected completion date for the feasibility study is January 2008.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	4,113
2008 Adopted budget (in \$000)	4,113

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	3,094	0	1,018	1	0	0	0	0	4,113
<b>Total</b>	<b>3,094</b>	<b>0</b>	<b>1,018</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,113</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	212	0	55	1	0	0	0	0	268
Pre-Engineering/Env Review	1,465	0	0	0	0	0	0	0	1,465
Final Design and Specification	259	0	0	0	0	0	0	0	259
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	1,157	0	0	0	0	0	0	0	1,157
Contingency	0	0	963	0	0	0	0	0	963
<b>Total</b>	<b>3,094</b>	<b>0</b>	<b>1,018</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,113</b>

## Risk Assessment :

Status: Conceptual Engineering

Estimate Type: Conceptual

Budget Risk Level: HIGH

- ☒ Right of Way Costs
- ☒ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☒ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☒ Shared Project funding
- ☒ Utilities Relocation ☐ Project Location
- ☒ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: TBD

2008 Budget Schedule: TBD

## Comment

A feasibility study conducted for this project concluded that a single-point urban interchange (SPUI) is the preferred alternative for this interchange; however, the project budget is insufficient to build the full SPUI design. The project team is currently conducting a second feasibility study to determine whether there is a viable Phase 1 project that can be built within the available budget. Any Phase 1 project identified would have to meet the WSDOT independent utility criteria for a 20-year time horizon. In an effort to meet these criteria, the project team may have to increase the project scope beyond the available budget.

# Regional Express

## Project

**140** Totem Lake Freeway Station/NE 128th

## Description

Scope: The Totem Lake Freeway Station project will connect N.E. 128th Street across I-405 and provide direct access to and from the north and southbound HOV lanes on I-405. It will serve the Totem Lake area of Kirkland including the Kingsgate Park-and-Ride and the proposed Totem Lake Transit Center to be located on the Evergreen Hospital campus. The project will provide for improved east/west local mobility across I-405 and bus and carpool access to and from I-405 at N.E. 128th Street. The improvements will provide fast, reliable connections to ST Express and King County Metro (KCM) buses. Budget includes 3 years of post construction plant establishment per agreement with WSDOT.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	85,875
2007 Current Budget (in \$ 000)	76,263
2008 Adopted budget (in \$000)	76,263

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	59,174	13,637	110	3,194	147	0	0	0	76,263
<b>Total</b>	<b>59,174</b>	<b>13,637</b>	<b>110</b>	<b>3,194</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,263</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	3,372	556	8	383	11	0	0	0	4,329
Pre-Engineering/Env Review	6,283	0	0	0	0	0	0	0	6,283
Final Design and Specification	4,567	-3	0	0	0	0	0	0	4,564
ROW Acquisition and Permits	1,573	56	0	417	0	0	0	0	2,047
Construction	43,378	13,029	102	2,384	136	0	0	0	59,029
Contingency	0	0	0	10	0	0	0	0	10
<b>Total</b>	<b>59,174</b>	<b>13,637</b>	<b>110</b>	<b>3,194</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,263</b>

## Risk Assessment :

**Status:** Construction

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** HIGH

- ☐ Right of Way Costs
- ☒ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☒ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☒ Coordination

**Schedule Risk level:** LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2007

## Comment

The cantilevered portion of the north ramp failed as a result of a design error. WSDOT is to seek reimbursement from the 2008 state legislature for all of Sound Transit's costs for demolition and replacement, including the added shuttle costs, analysis of the failed section, and design of the replacement section. Pending reimbursement, budget risk is high.

# Regional Express

**Project**

**141** 85th Corridor, Kirkland

**Description**

Scope: The project includes street widening, traffic signals, sidewalk improvements, and bus shelters at various intersections in Kirkland to enhance reliability and connections to transit. This project will be led by the City of Kirkland for all phases and funding by Sound Transit is capped at \$3,734,460. The Interlocal Agreement for funding the project was approved by Sound Transit, Motion M2007-35. The project may also include improvements to an existing layover area located in close proximity of the downtown Kirkland Transit Center.

Changes since 2007: None

**Summaries**

Baseline (in \$ 000)	8,453
2007 Current Budget (in \$ 000)	6,015
2008 Adopted budget (in \$000)	6,015

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	1,208	146	1,973	2,689	0	0	0	0	6,015
<b>Total</b>	<b>1,208</b>	<b>146</b>	<b>1,973</b>	<b>2,689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,015</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	107	8	103	140	0	0	0	0	358
Pre-Engineering/Env Review	991	133	0	0	0	0	0	0	1,124
Final Design and Specification	53	1	538	1	0	0	0	0	594
ROW Acquisition and Permits	40	3	833	0	0	0	0	0	876
Construction	17	0	498	2,059	0	0	0	0	2,575
Contingency	0	0	0	488	0	0	0	0	488
<b>Total</b>	<b>1,208</b>	<b>146</b>	<b>1,973</b>	<b>2,689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,015</b>

**Risk Assesment :**

**Status:** Final Design

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2009

**Comment**

ST's contribution is capped.

# Regional Express

## Project

142 Kirkland Transit Center/3rd

## Description

Scope: This project is a regional transit center in Kirkland on Third Street, south of Central Way. The new transit center will accommodate existing and anticipated bus service by King County Metro and Sound Transit Regional Express routes. The project also includes intersection improvements in the vicinity of the transit center to enhance bus service speed and reliability.

Change since 2007: None.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	13,300
2008 Adopted budget (in \$000)	13,300

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	610	462	3,483	5,132	3,612	0	0	0	13,300
<b>Total</b>	<b>610</b>	<b>462</b>	<b>3,483</b>	<b>5,132</b>	<b>3,612</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,300</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	30	26	170	289	177	0	0	0	692
Pre-Engineering/Env Review	580	429	0	41	0	0	0	0	1,050
Final Design and Specification	0	0	1,991	79	0	0	0	0	2,070
ROW and Construction	0	7	1,322	4,723	2,547	0	0	0	8,600
Contingency	0	0	0	0	888	0	0	0	888
<b>Total</b>	<b>610</b>	<b>462</b>	<b>3,483</b>	<b>5,132</b>	<b>3,612</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,300</b>

## Risk Assessment :

Status: PE/ED

Estimate Type: Conceptual

Budget Risk Level: MEDIUM

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☒ Coordination

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2010

2008 Budget Schedule: 2010

## Comment

Interlocal agreement not completed, thus scope and budget not finalized.

# Regional Express

## Project

**144** Redmond Way, Redmond

## Description

Scope: The project includes the following elements to enhance reliability and connections to transit: 1) Extension of the westbound to northbound right turn lane at the intersection of Redmond Way and 132nd Ave NE by 700 feet; 2) Construction of a center median on Redmond Way between 132nd Ave NE and 140th Ave NE; 3) Construction of a sidewalk and planter strip along the north side of Redmond Way; and 4) Widening 132nd Ave NE and 140th Ave NE intersections to permit U-turns. Final design, ROW acquisition and construction phases will be led by the City of Redmond as outlined in the Cooperative Funding Agreement between Sound Transit and the City of Redmond as approved by Motion M2005-79. Funding by Sound Transit is capped at \$1,419,480.

Changes since 2007: Project savings of \$308K transferred to East King County Program Reserve.

## Summaries

Baseline (in \$ 000)	2,438
2007 Current Budget (in \$ 000)	2,438
2008 Adopted budget (in \$000)	2,130

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	248	1,784	0	99	0	0	0	0	2,130
<b>Total</b>	<b>248</b>	<b>1,784</b>	<b>0</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,130</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	12	0	99	0	0	0	0	111
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	239	-10	0	0	0	0	0	0	229
ROW Acquisition and Permits	9	8	0	0	0	0	0	0	17
Construction	0	1,774	0	0	0	0	0	0	1,774
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>248</b>	<b>1,784</b>	<b>0</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,130</b>

## Risk Assessment :

**Status:** Construction

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2007

# Regional Express

**Project**

145 Bellevue HOV Access

**Description**

Project is in service. The budget in 2008 is for plant establishment.

Changes since 2007: Project savings of \$1.9 million transferred to the East King County Program Reserve.

**Summaries**

Baseline (in \$ 000)	82,903
2007 Current Budget (in \$ 000)	73,513
2008 Adopted budget (in \$000)	71,566

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	70,886	9	96	575	0	0	0	0	71,566
<b>Total</b>	<b>70,886</b>	<b>9</b>	<b>96</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71,566</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	3,742	-2	0	575	0	0	0	0	4,315
Pre-Engineering/Env Review	1,408	0	0	0	0	0	0	0	1,408
Final Design and Specification	4,039	0	0	0	0	0	0	0	4,039
ROW Acquisition and Permits	8,191	11	0	0	0	0	0	0	8,202
Construction	53,507	0	96	0	0	0	0	0	53,603
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>70,886</b>	<b>9</b>	<b>96</b>	<b>575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>71,566</b>

**Risk Assessment :**

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2005

2008 Budget Schedule: 2005

# Regional Express

## Project

150 Renton HOV Access/N 8th

## Description

Scope: An HOV interchange on I-405 at North 8th Street to be built in partnership with WSDOT to include HOV direct-access to and from North 8th Street at I-405, and a "T" interchange to the center lanes of North 8th Street. This project would be designed and constructed as part of the WSDOT I-405 widening construction project that has a significant funding shortfall since the RTID/ST2 vote in November 2007 was not successful. The East King County Program Reserve has been earmarked for Renton HOV Access, I-90 Two-Way Transit & HOV Operations, Stage 2, and other remaining East King County projects through the 2009 budget update.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	67,075
2008 Adopted budget (in \$000)	67,075

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	3,309	-23	9,309	28,776	25,700	4	0	0	67,075
<b>Total</b>	<b>3,309</b>	<b>-23</b>	<b>9,309</b>	<b>28,776</b>	<b>25,700</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>67,075</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	377	-1	485	1,500	1,339	0	0	0	3,700
Pre-Engineering/Env Review	2,877	-7	0	53	0	0	0	0	2,923
Final Design and Specification	50	-15	3,709	773	0	0	0	0	4,517
ROW and Construction	4	0	5,115	26,450	24,362	0	0	0	55,931
Contingency	0	0	0	0	0	4	0	0	4
<b>Total</b>	<b>3,309</b>	<b>-23</b>	<b>9,309</b>	<b>28,776</b>	<b>25,700</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>67,075</b>

## Risk Assesment :

Status: PE/ED

Estimate Type: Conceptual

Budget Risk Level: MEDIUM

- ☒ Right of Way Costs
- ☒ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☒ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☒ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☒ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: TBD

2008 Budget Schedule: 2010

## Comment

With the failure of the Roads and Transit ballot measure, the project can not move forward until funding is obtained by WSDOT for the reconstruction of I-405 between Park Ave. and SR 167.



# Regional Express

## Project

151 Rainier Avenue Arterial Improvements

## Description

Scope: This project will add Business and Transit Access Lanes (BAT Lanes) on Rainier Avenue SW between South 2nd Street and South Grady Way. It will upgrade bus stops and improve rider access to existing bus stops. The existing BNSF Railroad trestle will be widened to accommodate the improvements. The City of Renton is the project lead. Sound Transit's contribution to the project is capped at \$14.9M. Sound Transit's contributions will be made as work is completed in specific phases. The Interlocal Agreement for the PE/ED phase outlines the requirements for the City of Renton to receive monies for each additional phase. On December 13, 2007 the board approved an amendment to the agreement with the City of Renton defining new project schedule, identifying the transit elements the City of Renton will incorporate into the project and removing references to Hardie Avenue Improvements. There is no change to ST's capped funding contribution.

Changes since 2007: Budget increased by \$43K transferred from the East King County Program Reserves to cover overhead.

## Summaries

Baseline (in \$ 000)	15,675
2007 Current Budget (in \$ 000)	15,675
2008 Adopted budget (in \$000)	15,717

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	417	547	3,132	4,554	4,506	2,561	0	0	15,717
<b>Total</b>	<b>417</b>	<b>547</b>	<b>3,132</b>	<b>4,554</b>	<b>4,506</b>	<b>2,561</b>	<b>0</b>	<b>0</b>	<b>15,717</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	20	30	159	250	229	130	0	0	817
Pre-Engineering/Env Review	397	517	514	1,072	0	0	0	0	2,500
Final Design and Specification	0	0	1,132	568	0	0	0	0	1,700
ROW and Construction	0	0	1,327	2,665	4,278	2,431	0	0	10,700
<b>Total</b>	<b>417</b>	<b>547</b>	<b>3,132</b>	<b>4,554</b>	<b>4,506</b>	<b>2,561</b>	<b>0</b>	<b>0</b>	<b>15,717</b>

## Risk Assessment :

**Status:** Conceptual Engineering

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** HIGH

2007 Budget Schedule: 2008

2008 Budget Schedule: 2009

## Comment

The City has requested a re-scoping of the project to remove improvements from Hardie Avenue and increase BAT lane improvements on Rainier Avenue, this was approved by the board in December 2007. ST's contribution is capped.

# Regional Express

## Project

152 Strander Boulevard Extension

## Description

Scope: Strander Boulevard will be extended, as a five lane arterial, between the East Valley Highway and West Valley Highway. The City of Renton is the project lead. Sound Transit's contribution to the project is capped at \$4M for the design, ROW and construction costs for the project's transit related elements (transit queue jumps at Lind Avenue, Oaksdale and the Boeing Access Road) and a pro-rated share of the frontage improvements. Sound Transit's contributions will be made as work is completed in specific phases. The Interlocal Agreement for the PE/ED phase outlines the requirements to be met for the City of Renton to receive monies for each additional phase.

Changes since 2007: Budget increased by \$11K transfer from the East King County Program Reserve to cover overhead.

## Summaries

Baseline (in \$ 000)	4,208
2007 Current Budget (in \$ 000)	4,208
2008 Adopted budget (in \$000)	4,219

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	0	0	1,478	2,053	689	0	0	0	4,219
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,478</b>	<b>2,053</b>	<b>689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,219</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	72	113	34	0	0	0	219
Pre-Engineering/Env Review	0	0	0	30	0	0	0	0	30
Final Design and Specification	0	0	332	63	0	0	0	0	395
ROW Acquisition and Permits	0	0	0	275	0	0	0	0	275
Construction	0	0	1,073	1,572	655	0	0	0	3,300
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,478</b>	<b>2,053</b>	<b>689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,219</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: HIGH

2007 Budget Schedule: 2010

2008 Budget Schedule: 2013

## Comment

The City has not advanced the design of Strander Blvd. but has been focusing on the UPRR relocation needed for full build out of the project. ST's contribution is capped.

# Regional Express

## Project

**160** Eastgate HOV Access/142nd Ave SE

## Description

Scope: Eastgate direct-access ramps connect the existing 142nd Place S.E. bridge to the I-90 HOV lanes. The ramps will provide a more direct connection to the existing Eastgate Park-and-Ride for buses and HOV traveling the I-90 corridor. Flyer stops, included at the top of the ramps, will provide additional transit routing options for both Sound Transit and King County Metro (KCM) service. The project was opened for service October 2006. Physical completion occurred in 2007. There will be three years of post construction plant establishment.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	38,908
2007 Current Budget (in \$ 000)	38,908
2008 Adopted budget (in \$000)	38,908

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	28,618	839	62	9,388	0	0	0	0	38,908
<b>Total</b>	<b>28,618</b>	<b>839</b>	<b>62</b>	<b>9,388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,908</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,562	55	4	566	0	0	0	0	2,187
Pre-Engineering/Env Review	2,096	0	0	0	0	0	0	0	2,096
Final Design and Specification	2,272	0	0	0	0	0	0	0	2,272
ROW Acquisition and Permits	49	0	0	9	0	0	0	0	58
Construction	22,639	784	59	2,338	0	0	0	0	25,820
Contingency	0	0	0	6,475	0	0	0	0	6,475
<b>Total</b>	<b>28,618</b>	<b>839</b>	<b>62</b>	<b>9,388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,908</b>

## Risk Assessment :

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

# Regional Express

**Project**

311 Lynnwood Transit Ctr/46th Ave W

**Description**

Project is in service.

Changes since 2007: Project savings of \$80K transferred to Snohomish County Program Reserve and the project is being closed out.

**Summaries**

Baseline (in \$ 000)	33,683
2007 Current Budget (in \$ 000)	30,393
2008 Adopted budget (in \$000)	30,314

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	30,075	10	0	229	0	0	0	0	30,314
<b>Total</b>	<b>30,075</b>	<b>10</b>	<b>0</b>	<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,314</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	1,466	0	0	229	0	0	0	0	1,695
Pre-Engineering/Env Review	1,713	0	0	0	0	0	0	0	1,713
Final Design and Specification	2,457	0	0	0	0	0	0	0	2,457
ROW Acquisition and Permits	11,539	0	0	0	0	0	0	0	11,539
Construction	12,900	10	0	0	0	0	0	0	12,910
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>30,075</b>	<b>10</b>	<b>0</b>	<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,314</b>

**Risk Assessment :**

**Status:** In Service

**Estimate Type:** Final

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2004

2008 Budget Schedule: 2004

# Regional Express

## Project

312 Mountlake Terrace Freeway Station/236th SW

## Description

Scope: The Mountlake Terrace Freeway Station project is an in-line station in the I-5 median near 236th Street SW with a pedestrian connection to the Mountlake Terrace Park-and-Ride. Due to a half-diamond interchange, Sound Transit Express does not stop at the Mountlake Terrace Park-and-Ride Lot. The in-line station will enable Sound Transit Express, operating in the I-5 corridor, to serve Mountlake Terrace and the park-and-ride lot.

Changes since 2007: None, however, project budget will need to be increased following baselining to reflect 60% construction cost estimate and continued trend of construction cost escalation.

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	25,545
2008 Adopted budget (in \$000)	25,545

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	2,457	2,203	1,637	11,674	7,173	15	387	0	25,545
<b>Total</b>	<b>2,457</b>	<b>2,203</b>	<b>1,637</b>	<b>11,674</b>	<b>7,173</b>	<b>15</b>	<b>387</b>	<b>0</b>	<b>25,545</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	162	119	87	632	378	0	20	0	1,397
Pre-Engineering/Env Review	2,287	115	0	183	0	0	0	0	2,585
Final Design and Specification	7	1,967	541	1,280	0	0	0	0	3,796
ROW Acquisition and Permits	0	3	76	121	0	0	0	0	200
Construction	0	0	933	9,458	6,794	15	10	0	17,210
Contingency	0	0	0	0	0	0	357	0	357
<b>Total</b>	<b>2,457</b>	<b>2,203</b>	<b>1,637</b>	<b>11,674</b>	<b>7,173</b>	<b>15</b>	<b>387</b>	<b>0</b>	<b>25,545</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Baseline Cost Estimate

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☒ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation
- ☒ Project Location
- ☐ Coordination

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2009

2008 Budget Schedule: 2010

## Comment

Budget will need to be increased to incorporate 60% construction cost estimate and to account for uncertainty of escalating construction cost.

# Regional Express

## Project

316 N Everett Transit Center/Everett Comm College

## Description

Scope: Sound Transit's contribution is capped at \$1.4 million per an agreement with the City of Everett. The City is lead for all phases of the project. The City will complete the necessary environmental review of the project, which Sound Transit will rely upon before reimbursing project costs. The City will build a transit center in the vicinity of Everett Community College to improve customer access to transit services. The project will provide a layover and transfer location for Everett Transit, thereby enhancing feeder service for regional connections in downtown Everett.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	1,698
2007 Current Budget (in \$ 000)	1,698
2008 Adopted budget (in \$000)	1,698

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	108	1,055	55	481	0	0	0	0	1,698
<b>Total</b>	<b>108</b>	<b>1,055</b>	<b>55</b>	<b>481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,698</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	15	55	3	25	0	0	0	0	98
Pre-Engineering/Env Review	67	0	0	0	0	0	0	0	67
Final Design and Specification	1	0	0	455	0	0	0	0	457
ROW Acquisition and Permits	25	1,000	0	0	0	0	0	0	1,025
Construction	0	0	0	0	0	0	0	0	0
Contingency	0	0	52	0	0	0	0	0	52
<b>Total</b>	<b>108</b>	<b>1,055</b>	<b>55</b>	<b>481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,698</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2007

# Regional Express

## Project

319 S Everett Freeway Station/112th SE

## Description

Scope: The project will provide a 389-stall park-and-ride lot, direct access to the HOV lanes on I-5, and a connection between the park-and-ride and the 112th Street SE crossing over I-5. The park-and-ride will be located in the freeway median just north of 112th Street SE in South Everett, near Silver Lake. The project also includes passenger platforms and shelters. The budget includes 3 years of post construction plant establishment per agreement with WSDOT.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	31,209
2007 Current Budget (in \$ 000)	31,209
2008 Adopted budget (in \$000)	31,209

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	7,441	13,461	5,457	4,690	160	0	0	0	31,209
<b>Total</b>	<b>7,441</b>	<b>13,461</b>	<b>5,457</b>	<b>4,690</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,209</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	495	698	353	226	10	0	0	0	1,783
Pre-Engineering/Env Review	2,863	0	0	0	0	0	0	0	2,864
Final Design and Specification	3,178	-850	0	0	0	0	0	0	2,328
ROW Acquisition and Permits	62	-35	0	12	0	0	0	0	40
Construction	843	13,648	5,104	2,637	150	0	0	0	22,382
Contingency	0	0	0	1,814	0	0	0	0	1,814
<b>Total</b>	<b>7,441</b>	<b>13,461</b>	<b>5,457</b>	<b>4,690</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,209</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Regional Express

**Project**

321 Federal Way Transit Center/S 317th

**Description**

Project is in service.

Changes since 2007: None

**Summaries**

Baseline (in \$ 000)	39,455
2007 Current Budget (in \$ 000)	39,455
2008 Adopted budget (in \$000)	39,455

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
South King County	37,932	96	3	1,424	0	0	0	0	39,455
<b>Total</b>	<b>37,932</b>	<b>96</b>	<b>3</b>	<b>1,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,455</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	2,352	18	0	100	0	0	0	0	2,470
Pre-Engineering/Env Review	1,553	0	0	0	0	0	0	0	1,553
Final Design and Specification	1,696	5	0	99	0	0	0	0	1,800
ROW Acquisition and Permits	6,538	6	0	125	0	0	0	0	6,668
Construction	25,794	67	2	940	0	0	0	0	26,804
Contingency	0	0	0	159	0	0	0	0	159
<b>Total</b>	<b>37,932</b>	<b>96</b>	<b>3</b>	<b>1,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,455</b>

**Risk Assesment :**

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** MEDIUM

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☐ Coordination

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

**Comment**

Budget risk due to unresolved final construction cost resulting from outstanding contractor claim.



# Regional Express

**Project**

323 Bellevue Rider Services Bldg

**Description**

Project is in service.

Changes since 2007: None

**Summaries**

Baseline (in \$ 000)	3,501
2007 Current Budget (in \$ 000)	3,501
2008 Adopted budget (in \$000)	3,501

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	2,738	21	0	742	0	0	0	0	3,501
<b>Total</b>	<b>2,738</b>	<b>21</b>	<b>0</b>	<b>742</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,501</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	164	4	0	37	0	0	0	0	205
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	583	0	0	0	0	0	0	0	583
ROW Acquisition and Permits	83	10	0	0	0	0	0	0	94
Construction	1,908	7	0	37	0	0	0	0	1,952
Contingency	0	0	0	668	0	0	0	0	668
<b>Total</b>	<b>2,738</b>	<b>21</b>	<b>0</b>	<b>742</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,501</b>

**Risk Assesment :**

**Status:** In Service

**Estimate Type:** Final

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

# Regional Express

## Project

324 Canyon Park Freeway Station

## Description

Scope: The Canyon Park Freeway Station includes a new flyer stop on the southbound SR 527 on-ramp to I-405. Riders access the new freeway station via a pedestrian overpass over I-405 connecting to the existing Canyon Park and Ride. The project opened June 2007. The budget includes 3 years of post construction plant establishment per agreement with WSDOT.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	9,132
2007 Current Budget (in \$ 000)	10,728
2008 Adopted budget (in \$000)	10,728

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	4,355	4,873	31	974	494	0	0	0	10,728
<b>Total</b>	<b>4,355</b>	<b>4,873</b>	<b>31</b>	<b>974</b>	<b>494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,728</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	265	254	1	54	44	0	0	0	618
Pre-Engineering/Env Review	950	0	0	0	0	0	0	0	950
Final Design and Specification	1,127	0	0	0	0	0	0	0	1,127
ROW Acquisition and Permits	11	0	0	2	0	0	0	0	13
Construction	2,002	4,619	30	918	8	0	0	0	7,577
Contingency	0	0	0	0	442	0	0	0	442
<b>Total</b>	<b>4,355</b>	<b>4,873</b>	<b>31</b>	<b>974</b>	<b>494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,728</b>

## Risk Assessment :

Status: In Service

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2007

# Regional Express

## Project

326 Issaquah Transit Center/SR900

## Description

Scope: This project will provide a new transit center at the site of the former Issaquah Park-and-Ride. The facility will include bus boarding areas to accommodate efficient transfers between local and regional routes, shelters and improved weather protection for riders, rider amenities, bus layover space, and a four-level garage with approximately 800 parking stalls. The City of Issaquah is funding \$1M of the project.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	29,482
2007 Current Budget (in \$ 000)	29,482
2008 Adopted budget (in \$000)	29,482

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	9,929	12,151	2,600	4,802	0	0	0	0	29,482
<b>Total</b>	<b>9,929</b>	<b>12,151</b>	<b>2,600</b>	<b>4,802</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,482</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	635	760	185	210	0	0	0	0	1,790
Pre-Engineering/Env Review	848	0	0	0	0	0	0	0	848
Final Design and Specification	1,763	118	40	102	0	0	0	0	2,023
ROW Acquisition and Permits	874	54	0	202	0	0	0	0	1,131
Construction	5,809	11,219	2,375	2,958	0	0	0	0	22,361
Contingency	0	0	0	1,328	0	0	0	0	1,328
<b>Total</b>	<b>9,929</b>	<b>12,151</b>	<b>2,600</b>	<b>4,802</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,482</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Regional Express

## Project

328 Totem Lake Transit Center/Evergreen Medical Center

## Description

Scope: This project provides a capped contribution to fund a new transit center on the Evergreen Hospital campus adjacent to the Totem Lake Mall, on the ground floor of a medical office building. The six-bay transit center will include sheltered passenger waiting areas, amenities, and bus layovers. The project will support King County Metro service. Intersection improvements to 120th Ave. NE/NE 128th Ave. are also being funded by ST.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	13,243
2007 Current Budget (in \$ 000)	7,743
2008 Adopted budget (in \$000)	7,743

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	766	78	3,389	3,510	0	0	0	0	7,743
<b>Total</b>	<b>766</b>	<b>78</b>	<b>3,389</b>	<b>3,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,743</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	67	4	165	195	0	0	0	0	431
Pre-Engineering/Env Review	495	0	0	16	0	0	0	0	511
Final Design and Specification	132	1	0	72	0	0	0	0	205
ROW Acquisition and Permits	73	4	0	452	0	0	0	0	528
Construction	0	69	3,224	1,266	0	0	0	0	4,559
Contingency	0	0	0	1,509	0	0	0	0	1,509
<b>Total</b>	<b>766</b>	<b>78</b>	<b>3,389</b>	<b>3,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,743</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Regional Express

## Project

330 Newcastle Transit Center/SE 70th

## Description

Scope: This project includes transit improvements along the Newcastle Way Corridor at the intersection of Coal Creek Parkway to provide improved intersection channelization to enhance transit speed and reliability, coupled with pedestrian access/safety, shelters, and new signalization. The project will improve customer access to King County Metro (KCM) transit services. The project definition changed from a four bay on-street transit center on S.E. 70th Street/132nd Place S.E. to providing transit improvements along the Newcastle Way Corridor at Coal Creek Parkway. The City of Newcastle will be the lead agency for design and construction of this \$4M capped contribution project funded by Sound Transit.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	7,223
2008 Adopted budget (in \$000)	7,223

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	207	247	1,938	4,830	0	0	0	0	7,223
<b>Total</b>	<b>207</b>	<b>247</b>	<b>1,938</b>	<b>4,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,223</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	25	13	99	253	0	0	0	0	390
Pre-Engineering/Env Review	177	234	0	16	0	0	0	0	427
Final Design and Specification	5	0	750	0	0	0	0	0	755
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	0	0	1,088	1,912	0	0	0	0	3,000
Contingency	0	0	0	2,650	0	0	0	0	2,650
<b>Total</b>	<b>207</b>	<b>247</b>	<b>1,938</b>	<b>4,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,223</b>

## Risk Assessment :

Status: PE/ED

Estimate Type: Conceptual

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: TBD

2008 Budget Schedule: 2009

# Regional Express

## Project

354 Mercer Island Park-And-Ride/N Mercer Way

## Description

Scope: This project includes a two-level parking structure increasing the Park-and-Ride capacity by 200 stalls for a total of 447 stalls. The project will also expand the bus boarding area and improve the passenger amenities including shelters, bicycle lockers, pedestrian pathways, and lighting. This project expansion will support Sound Transit and King County Metro (KCM) services.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	14,302
2007 Current Budget (in \$ 000)	16,829
2008 Adopted budget (in \$000)	16,829

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	10,619	4,549	1,056	606	0	0	0	0	16,829
<b>Total</b>	<b>10,619</b>	<b>4,549</b>	<b>1,056</b>	<b>606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,829</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	630	246	68	7	0	0	0	0	951
Pre-Engineering/Env Review	1,423	0	0	0	0	0	0	0	1,423
Final Design and Specification	661	0	0	2	0	0	0	0	663
ROW Acquisition and Permits	188	24	0	50	0	0	0	0	261
Construction	7,717	4,279	988	5	0	0	0	0	12,990
Contingency	0	0	0	542	0	0	0	0	542
<b>Total</b>	<b>10,619</b>	<b>4,549</b>	<b>1,056</b>	<b>606</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,829</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☐ Scope Escalation/Change
- ☐ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☐ Limited Budget Basis
- ☐ Shared Project funding
- ☐ Utilities Relocation ☐ Project Location
- ☐ Coordination

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2008

## Comment

Project budget was amended pending successful pursuit of reimbursement from the designer's professional liability insurer for the cost of rectifying design errors during construction. The design errors affected constructed perimeter walls, several columns, utilities, and vehicle barriers, and added 214 days to the construction schedule.

# Regional Express

**Project**

355 Issaquah Highlands Park-And-Ride/Highland Dr

**Description**

Project is in service.

**Summaries**

Baseline (in \$ 000)	5,312
2007 Current Budget (in \$ 000)	8,116
2008 Adopted budget (in \$000)	8,116

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	6,217	962	0	937	0	0	0	0	8,116
<b>Total</b>	<b>6,217</b>	<b>962</b>	<b>0</b>	<b>937</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,116</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	216	0	0	225	0	0	0	0	441
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	6,000	962	0	238	0	0	0	0	7,201
Contingency	0	0	0	474	0	0	0	0	474
<b>Total</b>	<b>6,217</b>	<b>962</b>	<b>0</b>	<b>937</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,116</b>

**Risk Assesment :**

**Status:** In Service

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

# Regional Express

## Project

372 Bothell Branch Campus Access

## Description

This project will improve transit access to the UW Bothell/Cascadia Community College campus. Key project features are a traffic signal, re-channelization and real time technology. The UW will own the improvements.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	3,860
2007 Current Budget (in \$ 000)	3,860
2008 Adopted budget (in \$000)	3,860

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	501	736	1,618	1,005	0	0	0	0	3,860
<b>Total</b>	<b>501</b>	<b>736</b>	<b>1,618</b>	<b>1,005</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,860</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	39	39	74	63	0	0	0	0	215
Pre-Engineering/Env Review	211	0	0	30	0	0	0	0	241
Final Design and Specification	251	34	0	44	0	0	0	0	329
ROW Acquisition and Permits	1	3	0	32	0	0	0	0	36
Construction	0	660	1,544	0	0	0	0	0	2,203
Contingency	0	0	0	836	0	0	0	0	836
<b>Total</b>	<b>501</b>	<b>736</b>	<b>1,618</b>	<b>1,005</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,860</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2008



# Regional Express

## Project

374 Redmond Transit Center/NE 83rd

## Description

Scope: The Redmond Transit Center is located on NE 83rd Street, adjacent to the Redmond Park-and-Ride. This project will provide six bus bays, six layover bays, shelters, widened sidewalks, improved pedestrian circulation, and landscaping. The project is a partnership between Sound Transit, King County Metro and the City of Redmond. Sound Transit's contribution is capped at \$6M.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	6,931
2007 Current Budget (in \$ 000)	6,931
2008 Adopted budget (in \$000)	6,931

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	335	4,709	1,888	0	0	0	0	0	6,931
<b>Total</b>	<b>335</b>	<b>4,709</b>	<b>1,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,931</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	28	209	136	0	0	0	0	0	373
Pre-Engineering/Env Review	299	0	0	0	0	0	0	0	299
Final Design and Specification	4	1,000	0	0	0	0	0	0	1,004
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	4	3,500	1,752	0	0	0	0	0	5,256
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>335</b>	<b>4,709</b>	<b>1,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,931</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2007

2008 Budget Schedule: 2008

# Regional Express

## Project

**380** Sammamish Park-And-Ride/228th SE

## Description

This project is in service. Ownership transfers of the SE Pine Lake Road extension and the P&R to the City of Sammamish and KCM respectively should be completed in 2008 so the project can be closed out.

Changes since 2007: None

## Summaries

Baseline (in \$ 000)	7,764
2007 Current Budget (in \$ 000)	7,179
2008 Adopted budget (in \$000)	7,179

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	6,872	53	0	254	0	0	0	0	7,179
<b>Total</b>	<b>6,872</b>	<b>53</b>	<b>0</b>	<b>254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,179</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	311	7	0	99	0	0	0	0	417
Pre-Engineering/Env Review	216	0	0	0	0	0	0	0	216
Final Design and Specification	527	0	0	0	0	0	0	0	527
ROW Acquisition and Permits	2,883	7	0	5	0	0	0	0	2,896
Construction	2,936	39	0	0	0	0	0	0	2,975
Contingency	0	0	0	149	0	0	0	0	149
<b>Total</b>	<b>6,872</b>	<b>53</b>	<b>0</b>	<b>254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,179</b>

## Risk Assessment :

**Status:** In Service

**Estimate Type:** Final

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2006

2008 Budget Schedule: 2006

# Regional Express

## Project

**382** I-90 Two-Way Transit & HOV Operations, Stage 1

## Description

Scope: The I-90 Two-way Transit and HOV Operations project will provide reliable two-way transit and HOV operations in the I-90 corridor between Bellevue and Seattle. Stage 1 will provide an HOV lane full time westbound between Bellevue Way and 80th Avenue SE on Mercer Island. A new direct access ramp will be added at 80th Avenue SE and the existing direct access ramp at Bellevue Way will be modified. Stage 1 is being cost shared between Sound Transit and the Washington State Department of Transportation. Budget includes 3 years of plant establishment per agreement with WSDOT.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	25,782
2007 Current Budget (in \$ 000)	25,782
2008 Adopted budget (in \$000)	25,782

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	5,362	5,343	8,610	6,374	92	0	0	0	25,782
<b>Total</b>	<b>5,362</b>	<b>5,343</b>	<b>8,610</b>	<b>6,374</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,782</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	268	372	497	344	5	0	0	0	1,487
Pre-Engineering/Env Review	1,599	-4	0	0	0	0	0	0	1,595
Final Design and Specification	3,442	381	0	51	0	0	0	0	3,874
ROW Acquisition and Permits	54	3	0	44	0	0	0	0	101
Construction	0	4,589	8,112	5,013	87	0	0	0	17,802
Contingency	0	0	0	923	0	0	0	0	923
<b>Total</b>	<b>5,362</b>	<b>5,343</b>	<b>8,610</b>	<b>6,374</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,782</b>

## Risk Assessment :

**Status:** Construction

**Estimate Type:** Baseline Cost Estimate

**Budget Risk Level:** LOW

**Schedule Risk level:** LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Regional Express

## Project

384 SR522 HOV Enhancements/Kenmore

## Description

Scope: HOV improvements on SR-522 between Kenmore and Bothell to improve bus speed and reliability. The HOV improvements for the Kenmore segment will be located within the Kenmore city limits along SR-522 between 73rd Avenue and 83rd Avenue. Projects include widening SR-522 for the addition of north and south BAT lanes, replacement of the Swamp Creek Bridge, improvements to 80th Avenue, sidewalks, retaining wall from 80th to the end of the project, new signals at 80th, 83rd and Kenmore Lanes, utility undergrounding, urban amenities and illumination. The City of Kenmore is the lead for preliminary engineering and environmental documentation (PE/ED), final design, ROW acquisition and construction. Project improvements will be jointly funded by the City of Kenmore, King County Metro (KCM), and Sound Transit. Sound Transit funding for final design, ROW acquisition, construction and construction management is capped at \$7,918,000.

Changes since 2007: None.

## Summaries

Baseline (in \$ 000)	8,791
2007 Current Budget (in \$ 000)	8,791
2008 Adopted budget (in \$000)	8,791

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	1,510	3,752	3,365	163	0	0	0	0	8,791
<b>Total</b>	<b>1,510</b>	<b>3,752</b>	<b>3,365</b>	<b>163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,791</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	95	196	186	0	0	0	0	0	477
Pre-Engineering/Env Review	416	0	0	0	0	0	0	0	416
Final Design and Specification	738	91	0	0	0	0	0	0	829
ROW Acquisition and Permits	260	470	0	0	0	0	0	0	730
Construction	0	2,996	3,179	163	0	0	0	0	6,339
Contingency	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,510</b>	<b>3,752</b>	<b>3,365</b>	<b>163</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,791</b>

## Risk Assessment :

Status: Construction

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: LOW

2007 Budget Schedule: 2008

2008 Budget Schedule: 2008

# Regional Express

## Project

385 SR522 HOV Enhancements/Bothell

## Description

Scope: HOV improvements on SR-522 between Kenmore and Bothell to improve bus speed and reliability. The HOV improvements for the Bothell segment will be located within the City of Bothell along SR 522 near 96th Avenue (Wayne Curve). The scope of the project will include construction of a north transit queue bypass lane, south transit lane/right turn lane, signal improvements (including TSP), additional left turn lane, sidewalks, 96th Avenue improvements, north retaining wall, south retaining wall, urban amenities and illumination. The City of Bothell will be the lead agency for preliminary engineering and environmental documentation (PE/ED), final design and construction. Project improvements will be jointly funded by the City of Bothell, King County Metro (KCM), and Sound Transit. Sound Transit's funding for final design, ROW acquisition, construction and construction management is capped at \$7,736,000.

Changes since 2007: Budget increased by \$29K transfer from the East King County Program Reserve to cover overhead.

## Summaries

Baseline (in \$ 000)	8,572
2007 Current Budget (in \$ 000)	8,572
2008 Adopted budget (in \$000)	8,601

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	491	1,543	1,977	3,766	825	0	0	0	8,601
<b>Total</b>	<b>491</b>	<b>1,543</b>	<b>1,977</b>	<b>3,766</b>	<b>825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,601</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	39	42	108	177	96	0	0	0	462
Pre-Engineering/Env Review	305	4	0	95	0	0	0	0	403
Final Design and Specification	147	527	5	0	0	0	0	0	678
ROW and Construction	0	971	1,864	3,494	729	0	0	0	7,058
<b>Total</b>	<b>491</b>	<b>1,543</b>	<b>1,977</b>	<b>3,766</b>	<b>825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,601</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Baseline Cost Estimate

Budget Risk Level: LOW

Schedule Risk level: MEDIUM

2007 Budget Schedule: 2009

2008 Budget Schedule: 2009

## Comment

This project has had delays while the City determined the scope of the project.

# Regional Express

## Project

386 I-90 Two-Way Transit & HOV Operations, Stage 2

## Description

Scope: Stage 2 of the I-90 Two-way Transit and HOV Operations project will provide reliable two-way transit and HOV operations eastbound on I-90 between 80th Avenue Southeast on Mercer Island and Bellevue Way. A new HOV lane will be added on eastbound outer roadway and the existing ramps at 80th Avenue Southeast on Mercer Island and Bellevue Way and I-405 will be modified. In addition, the existing eastbound I-90 to I-405 auxiliary lane will be extended west to East Mercer Way. The current reversible operations in the center roadway, with both lanes operating in the same direction, will remain. Stage 2 is being cost shared between Sound Transit and the Washington State Department of Transportation. Resolution of scope issues and funding shares, and construction cost escalation due to schedule uncertainty may require funding from the East King County Program Reserve for ST's share of the project. The East King County Program Reserve has been earmarked for I-90 Two-Way Transit & HOV Operations, Stage 2, Renton HOV Access and other remaining East King County projects through the 2009 budget update.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	19,372
2008 Adopted budget (in \$000)	19,372

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	1,815	787	1,738	3,069	11,963	0	0	0	19,372
<b>Total</b>	<b>1,815</b>	<b>787</b>	<b>1,738</b>	<b>3,069</b>	<b>11,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,372</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	223	-47	89	258	616	0	0	0	1,139
Pre-Engineering/Env Review	1,592	158	0	95	0	0	0	0	1,844
Final Design and Specification	0	676	1,618	91	0	0	0	0	2,385
ROW Acquisition and Permits	0	0	30	69	40	0	0	0	140
Construction	0	0	0	2,556	8,149	0	0	0	10,705
Contingency	0	0	0	0	3,157	0	0	0	3,157
<b>Total</b>	<b>1,815</b>	<b>787</b>	<b>1,738</b>	<b>3,069</b>	<b>11,963</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,372</b>

## Risk Assessment :

Status: Final Design

Estimate Type: Conceptual

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☒ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☐ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☒ Shared Project funding
- ☐ Utilities Relocation
- ☒ Project Location
- ☒ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: 2010

2008 Budget Schedule: 2010

## Comment

High budget risk due to unresolved scope issues. Schedule is at risk due to the need for state appropriation for WSDOT's portion of the shared construction costs, currently shown in their plans as 2017.

# Regional Express

## Project

387 I-90 Two-Way Transit & HOV Operations, Stage 3

## Description

Scope: Stage 3 of the I-90 Two-way Transit and HOV Operations project will provide reliable two-way transit and HOV operations eastbound and westbound I-90 between 80th Avenue Southeast on Mercer Island and Rainier Avenue / I-5 in Seattle. This stage will also include the installation of screening on the shared-use pathway on the I-90 floating bridge. The current reversible operations in the center roadway, with both lanes operating in the same direction, will remain. This stage is currently unfunded, but may be further divided into segments as funding allows.

Changes Since 2007: None

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	1,722
2008 Adopted budget (in \$000)	1,722

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
East King County	1,723	-4	0	2	0	0	0	0	1,722
<b>Total</b>	<b>1,723</b>	<b>-4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,722</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	132	-7	0	0	0	0	0	0	127
Pre-Engineering/Env Review	1,592	3	0	0	0	0	0	0	1,595
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	2	0	0	0	0	0
<b>Total</b>	<b>1,723</b>	<b>-4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,722</b>

## Risk Assessment :

Status: PE/ED

Estimate Type: Conceptual

Budget Risk Level: HIGH

- ☐ Right of Way Costs
- ☒ Scope Escalation/Change
- ☒ Design and Environmental regulations
- ☒ Unexpected Finding During Engineering
- ☒ Limited Budget Basis
- ☒ Shared Project funding
- ☐ Utilities Relocation
- ☒ Project Location
- ☒ Coordination

Schedule Risk level: HIGH

2007 Budget Schedule: TBD

2008 Budget Schedule: TBD

## Comment

Funding sources for the project have not been identified.

# Regional Express

**Project**

999 Regional Express Program Reserve

**Description**

Changes since 2007: Snohomish County reserves increased to reflect savings from Lynnwood Transit Center - \$80K and Lynnwood HOV Access - \$56K. East King County reserves increased to reflect savings from Redmond Way, Redmond - \$308K, Bellevue HOV Access - \$1.9M, Woodinville Arterial HOV - \$16K and Yarrow Point - \$42K. Reserve draws were made to Rainier Ave./Hardie Ave. Arterial Improvements - \$43K, Strander Blvd. Extension - \$11K and SR522 HOV Enhancements/Bothell - \$29K. Projects at budget risk and that may require future draws on East King County reserves include Mercer Island Park and Ride, Totem Lake Freeway Station, Kirkland Transit Center, I-90 Two Way Transit Operations, Stage 2, and Renton HOV Access/N 8th. Based on current needs future draws are estimated to require the remaining funds in the reserves.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	24,333
2008 Adopted budget (in \$000)	26,697

**Capital Costs**

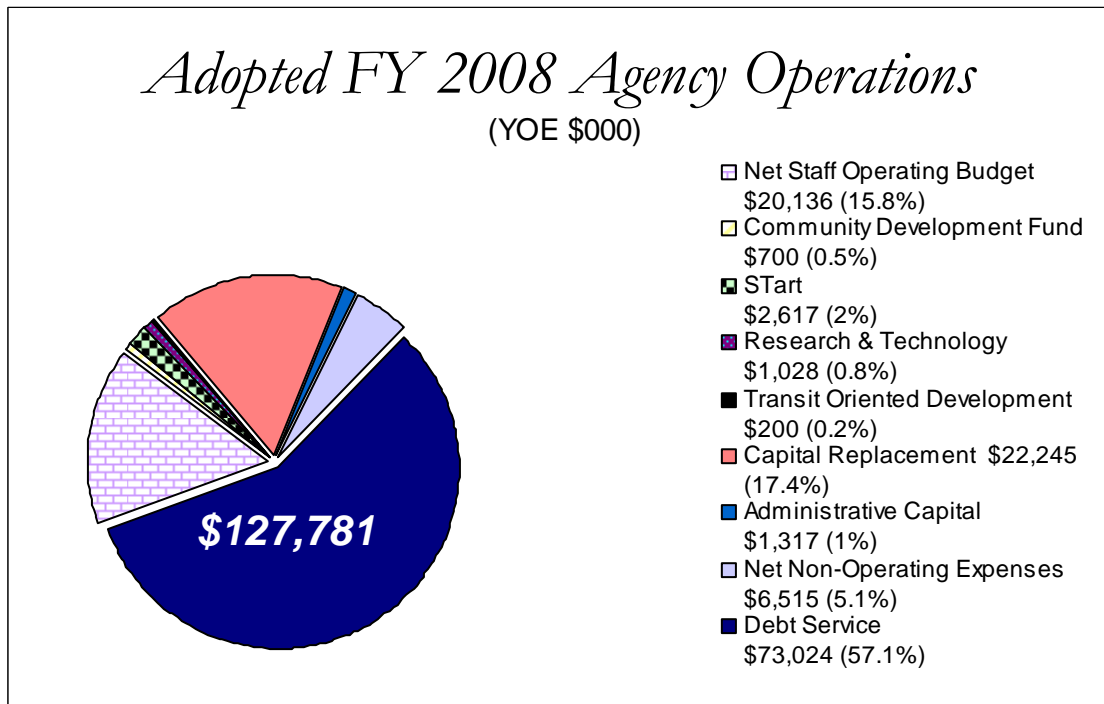
Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	0	0	0	3,895	0	0	0	3,895
South King County	0	0	0	0	0	0	0	0	0
East King County	0	0	0	0	0	22,802	0	0	22,802
Pierce County	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,895</b>	<b>22,802</b>	<b>0</b>	<b>0</b>	<b>26,697</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	0	0	0	0	0	0	0	0	0
Pre-Engineering/Env Review	0	0	0	0	0	0	0	0	0
Final Design and Specification	0	0	0	0	0	0	0	0	0
ROW Acquisition and Permits	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	3,895	22,802	0	0	26,697
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,895</b>	<b>22,802</b>	<b>0</b>	<b>0</b>	<b>26,697</b>



## AGENCY OPERATIONS



### PROGRAM OVERVIEW

Agency Operations consolidates the activities of the agency that support the project and service delivery activities, manage board-approved initiatives and programs and cover agency-wide costs not associated with an individual project or modal service. The major program areas include staff operations, the Community Development Fund, STart, and Transit Oriented Development.

The Adopted 2008 Budget for Agency Operations is \$127.8 million, \$31.8 million for operational expenses and \$96.0 million for capital.

### Agency Operations 2008 Budget Summary

	2008 Operating Budget	2008 Capital Budget	Total
Net Staff Operations	\$ 20,135,802	\$ -	\$ 20,135,802
Community Development Fund	700,000	-	700,000
STart	412,299	2,204,790	2,617,089
Research & Technology	150,874	877,294	1,028,168
Transit Oriented Development	200,000	-	200,000
Capital Replacement		22,244,940	22,244,940
Administrative Capital	-	1,317,000	1,317,000
Net Non-Operating Expenses	6,514,678	-	6,514,678
Debt Service	3,651,189	69,372,599	73,023,788
<b>Total</b>	<b>\$ 31,764,842</b>	<b>\$ 96,016,623</b>	<b>\$ 127,781,465</b>

### Staff Operations

Sound Transit employs both corporate staff which administers its programs and services, and operations staff that is directly involved in transit operations. The costs for corporate employees and associated expenses are captured within the agency's staff budgets, which are detailed in the agency's eight departments later in this section of the Adopted 2008 Budget. These costs include salaries and benefits for all agency non-operational employees, services, materials and supplies, utilities, insurance, depreciation, leases and rentals and other miscellaneous expenses. In addition, this section presents performance scorecards for each department for 2007.

The adopted Net Staff Operating Budget for 2008 represents a \$1.2 million (6 percent) increase from the Adopted 2007 Budget. The Adopted 2008 Budget has an increase of 13 corporate staff positions from the 2007 Budget. Positions dedicated to the operation of Tacoma Link, Regional Express, Accessible Services, and Sounder, are listed under *Transit Operations Budget Summary* in the Service Delivery section of this document.

On October 1, 2006 the Chief Executive Officer reorganized the agency. Passenger operations for Link light rail, Sounder commuter rail and Regional Express bus are managed by the Transportation Services Department. Major capital projects are organized within two departments: Link light rail and Capital Projects, which manages the Sounder commuter rail and Regional Express bus capital programs. Long-range regional transit planning is managed by the Policy, Planning and Public Affairs Department. The remainder of the agency's departments (Legal, Executive, Finance and Information Technology, and Corporate Services) supports the three core activities.

The Chief Executive Officer reorganized Safety, Security, and Quality Assurance programs into the Executive Department reporting directly to the Chief Executive Officer. The 2008 Budget reflects the move of these programs. Areas that have been identified for additional resources in 2008 include diversity, safety, quality assurance and civil – systems integration in the Link program.

## ST Staff Operating Budget Change Summary

Department	Current 2007 Budget	Adopted 2008 Budget	\$ Change	% Change
Executive	\$ 3,080,465	\$ 4,691,317	\$ 1,610,852	52%
Finance & Information Technology	12,329,278	13,227,939	898,661	7%
Central Costs	4,623,530	3,910,308	(713,222)	-15%
CDF Staff	95,056	88,930	(6,126)	-6%
Legal	2,774,643	2,889,619	114,976	4%
Link	11,650,025	12,708,853	1,058,828	9%
Capital Projects	3,923,025	3,594,881	(328,144)	-8%
Corporate Services	8,399,998	8,918,330	518,332	6%
Transportation Services	5,318,511	5,223,797	(94,714)	-2%
Policy, Planning, and Public Affairs	5,094,164	5,357,677	263,513	5%
<b>Total Staff Operating Budget</b>	<b>57,288,695</b>	<b>60,611,651</b>	<b>3,322,956</b>	<b>6%</b>
Allocation to Capital	(27,819,146)	(31,067,260)	(3,248,113)	12%
Allocation to Transit Services	(7,936,045)	(7,283,281)	652,764	-8%
Depreciation	(2,636,612)	(2,125,308)	511,304	-19%
<b>Net Staff Operating Budget</b>	<b>\$18,896,892</b>	<b>\$20,135,802</b>	<b>1,238,910</b>	<b>7%</b>

## ST Staffing Plan Summary

Department	Adopted 2007 Budget	Current Staffing Plan	Adopted 2008 Budget	Change to Current
<b>Corporate Staff</b>				
Executive	7.00	23.00	29.00	6.00
Finance & Information Technology	64.00	70.00	73.00	3.00
Legal	19.00	18.00	18.00	-
Link	104.00	96.00	102.00	6.00
Capital Projects	36.25	35.25	30.25	(5.00)
Corporate Services	56.75	57.25	57.25	-
Transportation Services	35.60	30.60	30.60	-
Policy, Planning, and Public Affairs	30.25	30.25	31.25	1.00
<b>Total Corporate Staff</b>	<b>352.85</b>	<b>360.35</b>	<b>371.35</b>	<b>11.00</b>
<b>Operations Staff</b>				
Accessible Services	2.00	2.00	2.33	0.33
Regional Express Bus Operations	2.00	2.00	2.33	0.33
Sounder Commuter Rail Operations	3.00	3.00	4.33	1.33
Tacoma Link Light Rail Operations	17.00	17.00	17.00	-
<b>Total Operations Staff</b>	<b>24.00</b>	<b>24.00</b>	<b>26.00</b>	<b>2.00</b>
<b>Total Sound Transit Staff</b>	<b>376.85</b>	<b>384.35</b>	<b>397.35</b>	<b>13.00</b>

## Sound Transit Staff Operating Budget Summary

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	20,367,120	23,713,471	22,203,572	<b>26,775,433</b>
Benefits	10,581,938	13,328,015	11,660,963	<b>14,706,900</b>
<b>Subtotal</b>	<b>30,949,057</b>	<b>37,041,485</b>	<b>33,864,535</b>	<b>41,482,333</b>
<b>Services</b>				
Consultant/Management	2,574,686	3,650,723	2,620,780	<b>3,575,150</b>
Legal	147,508	280,000	117,137	<b>275,000</b>
Accounting/Auditing	527,087	733,000	462,116	<b>450,500</b>
Maintenance	425,972	622,417	443,583	<b>521,700</b>
Printing/Binding	497,841	664,449	417,785	<b>637,750</b>
Advertising/Marketing	232,456	488,380	340,377	<b>395,750</b>
Interlocal Agreements	599,231	757,500	681,205	<b>722,000</b>
Other Services	795,048	1,693,335	1,571,119	<b>1,344,365</b>
Software And Hardware Maintenance	747,190	1,211,138	996,086	<b>1,295,783</b>
<b>Subtotal</b>	<b>6,547,020</b>	<b>10,100,941</b>	<b>7,650,187</b>	<b>9,217,998</b>
<b>Materials And Supplies</b>				
Office Supplies	261,487	345,380	305,626	<b>311,235</b>
Postage	27,102	236,655	43,706	<b>137,726</b>
Small Equipment/Furniture	480,218	662,139	630,129	<b>507,350</b>
Other Materials & Supplies	181,878	277,015	235,993	<b>288,600</b>
<b>Subtotal</b>	<b>950,684</b>	<b>1,521,189</b>	<b>1,215,454</b>	<b>1,244,911</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	249,584	271,041	291,456	<b>331,883</b>
Travel & Meetings	273,936	448,928	329,802	<b>449,595</b>
Books & Subscriptions	91,937	145,017	139,474	<b>141,200</b>
Training	145,110	231,779	142,667	<b>358,518</b>
Other Misc. Expenses	1,395,287	1,221,600	1,133,354	<b>1,445,245</b>
Contingency	0	83,652	0	<b>200,000</b>
<b>Subtotal</b>	<b>2,155,854</b>	<b>2,402,017</b>	<b>2,036,752</b>	<b>2,926,441</b>
<b>Leases and Rentals</b>				
Admin Facilities Rental	1,606,251	1,705,919	1,627,017	<b>1,659,000</b>
Leased Vehicles/Parking	166,646	183,000	168,353	<b>180,400</b>
Meeting Space	1,009	41,525	88	<b>30,550</b>
Leased Furniture & Equip	71,525	79,500	83,636	<b>77,900</b>
<b>Subtotal</b>	<b>1,845,431</b>	<b>2,009,944</b>	<b>1,879,093</b>	<b>1,947,850</b>
<b>Other Expenses</b>				
Utilities	394,614	553,827	427,106	<b>635,560</b>
Insurance	863,288	978,082	950,616	<b>1,000,000</b>
Taxes	3,841	8,600	1,418	<b>5,750</b>
Interest Expense	30,251	36,000	25,012	<b>25,500</b>
Depreciation	2,353,821	2,636,612	1,917,548	<b>2,125,308</b>
<b>Subtotal</b>	<b>3,645,814</b>	<b>4,213,120</b>	<b>3,321,701</b>	<b>3,792,118</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>46,093,860</b>	<b>57,288,697</b>	<b>49,967,723</b>	<b>60,611,651</b>

# Sound Transit Staff Operating Change Summary

<i>Description</i>	<b>2007 Adopted</b>	<b>2008 Adopted</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Salaries &amp; Benefits</b>				
Salaries	23,713,471	<b>26,775,433</b>	3,061,962	12.91%
Benefits	13,328,015	<b>14,706,900</b>	1,378,885	10.35%
<b>Subtotal</b>	<b>37,041,485</b>	<b>41,482,333</b>	<b>4,440,847</b>	<b>11.99%</b>
<b>Services</b>				
Consultant/Management	3,650,723	<b>3,575,150</b>	-75,573	-2.07%
Legal	280,000	<b>275,000</b>	-5,000	-1.79%
Accounting/Auditing	733,000	<b>450,500</b>	-282,500	-38.54%
Maintenance	622,417	<b>521,700</b>	-100,717	-16.18%
Printing/Binding	664,449	<b>637,750</b>	-26,699	-4.02%
Advertising/Marketing	488,380	<b>395,750</b>	-92,630	-18.97%
Interlocal Agreements	757,500	<b>722,000</b>	-35,500	-4.69%
Other Services	1,693,335	<b>1,344,365</b>	-348,970	-20.61%
Software And Hardware Maintenan	1,211,138	<b>1,295,783</b>	84,645	6.99%
<b>Subtotal</b>	<b>10,100,941</b>	<b>9,217,998</b>	<b>-882,943</b>	<b>-8.74%</b>
<b>Materials And Supplies</b>				
Office Supplies	345,380	<b>311,235</b>	-34,145	-9.89%
Postage	236,655	<b>137,726</b>	-98,929	-41.80%
Small Equipment/Furniture	662,139	<b>507,350</b>	-154,789	-23.38%
Other Materials & Supplies	277,015	<b>288,600</b>	11,585	4.18%
<b>Subtotal</b>	<b>1,521,189</b>	<b>1,244,911</b>	<b>-276,278</b>	<b>-18.16%</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	271,041	<b>331,883</b>	60,842	22.45%
Travel & Meetings	448,928	<b>449,595</b>	667	0.15%
Books & Subscriptions	145,017	<b>141,200</b>	-3,817	-2.63%
Training	231,779	<b>358,518</b>	126,739	54.68%
Other Misc. Expenses	1,221,600	<b>1,445,245</b>	223,645	18.31%
Contingency	83,652	<b>200,000</b>	116,348	139.09%
<b>Subtotal</b>	<b>2,402,017</b>	<b>2,926,441</b>	<b>524,424</b>	<b>21.83%</b>
<b>Leases and Rentals</b>				
Admin Facilities Rental	1,705,919	<b>1,659,000</b>	-46,919	-2.75%
Leased Vehicles/Parking	183,000	<b>180,400</b>	-2,600	-1.42%
Meeting Space	41,525	<b>30,550</b>	-10,975	-26.43%
Leased Furniture & Equip	79,500	<b>77,900</b>	-1,600	-2.01%
<b>Subtotal</b>	<b>2,009,944</b>	<b>1,947,850</b>	<b>-62,094</b>	<b>-3.09%</b>
<b>Other Expenses</b>				
Utilities	553,827	<b>635,560</b>	81,733	14.76%
Insurance	978,082	<b>1,000,000</b>	21,918	2.24%
Taxes	8,600	<b>5,750</b>	-2,850	-33.14%
Interest Expense	36,000	<b>25,500</b>	-10,500	-29.17%
Depreciation	2,636,612	<b>2,125,308</b>	-511,304	-19.39%
<b>Subtotal</b>	<b>4,213,120</b>	<b>3,792,118</b>	<b>-421,002</b>	<b>-9.99%</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>57,288,697</b>	<b>60,611,651</b>	<b>3,322,954</b>	<b>5.80%</b>

## **SOUND TRANSIT AGENCY REVIEW (STAR)**

In 2005, Sound Transit initiated work on updating its performance reporting through development of a performance management system based on the ‘balanced scorecard’ approach developed by Robert Kaplan of the Harvard Business School. Development of this reporting system included updating the agency mission and vision statements, establishment of five key results areas, identification of a goal statement for each key result area, implementing department initiatives to achieve desired outcomes, and selection of performance measures for department initiatives.

A Transit Performance Management Roundtable was held in October 2005 where Sound Transit exchanged performance management ideas with executives from BART (Bay Area Rapid Transit), DART (Dallas Area Rapid Transit), Orange County Transit Authority (OCTA), Utah Transit Authority (UTA), and Valley Transit Authority (VTA). After studying the performance measurement and reporting systems of 11 transit agencies, a new performance reporting system was developed for Sound Transit based on knowledge gained from those peer comparisons. The performance system called “STAR” includes goals and objectives statements for five key results areas or Themes which consists of Project Delivery, Service Delivery, Future Connections, Stewardship, and Organizational Vibrancy. A goal statement for each Theme is published and each department is responsible for translating those goals into specific initiatives with defined performance measures. This integrated system provides a basis for evaluating the accomplishments of our departments towards the overall agency goals.

Sound Transit’s updated mission statement is:

***“Sound Transit plans, builds, and operates regional transit systems and services to improve mobility for the Central Puget Sound”.***

The updated vision statement is:

***“Easy connections...  
to more places...  
for more people.”***

These goals, initiatives, and measures are summarized below on individual scorecards for each department to provide a concise basis for evaluation of our performance. As the new STAR performance management system is implemented, this initial set of draft scorecards will evolve as Sound Transit gains experience through monthly internal reporting on these measures. The scorecards are presented below, first as an overall agency scorecard and then as departmental scorecards that support the overall agency mission and vision. This project is still a work in progress. Staff is focused on developing the performance metrics and the data to measure and report.

## 2008 AGENCY SCORECARD

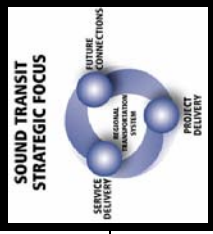
### Mission Statement:

Sound Transit plans, builds and operates regional transit systems and services to improve mobility for the Central Puget Sound.

### Vision:

Easy connections ....  
to more places ....  
for more people.

THEME	GOAL STATEMENT	PERFORMANCE MEASURES
PROJECT DELIVERY	Build quality projects on time and within budget	<ul style="list-style-type: none"> <li>• Ensure all Title VI/DBE meet Federal grant applications and are updated and within compliance according to 49 CFR part 26</li> <li>• Lost time, accidents and injuries are below industry average</li> <li>• 95% of projects completed within the baseline budget</li> <li>• 95% of projects completed within the baseline schedule</li> </ul>
SERVICE DELIVERY	Provide quality service to our customers and co-workers	<ul style="list-style-type: none"> <li>• Safety and security incidents decline by 10%</li> <li>• Maintain annual customer satisfaction rating equal to 3.5 (on a 4 –point scale) or higher</li> <li>• Annual system wide ridership growth of 4.3%</li> <li>• 100% of internal customer service measures met</li> </ul>
FUTURE CONNECTIONS	Implement the long range transit system vision and plan	<ul style="list-style-type: none"> <li>• The ST Long Range Transit Plan states that it will be implemented in stages. Sound Move represents the first stage of implementation. The agency will work cooperatively to develop a multi-modal transit system expansion plan to be presented to the public for funding consideration at the most appropriate time as determined by the Board of Directors</li> <li>• Develop and implement policy and program requirements needed to ensure the agency has the resources and flexibility in place to be responsive in addressing system access and fleet demand stresses placed on our system through our growing transit ridership</li> </ul>
STEWARDSHIP OF RESOURCES	Manage public resources in a manner that demonstrates accountability, environmental responsibility, fiscal responsibility, and delivers on commitments	<ul style="list-style-type: none"> <li>• Limit on-going expense growth to equal inflation over a 10 year average</li> <li>• 100% of agency physical assets maintained to insure useful service life</li> <li>• 95% transit operating efficiency and effectiveness measures met</li> <li>• 100% of Environmental Sustainability Management System targets met</li> </ul>
ORGANIZATIONAL VIBRANCY	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission	<ul style="list-style-type: none"> <li>• 100% of employees have a professional development plan that includes opportunities for career development</li> <li>• 80 % of employees receiving at least 16 hours of training/professional development per year</li> <li>• 100% of performance reviews are completed within 30 days of anniversary</li> </ul>



**EXECUTIVE DEPARTMENT**



## Executive Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	1,265,291	1,360,027	1,296,204	<b>2,263,839</b>
Benefits	632,231	728,282	610,475	<b>1,202,383</b>
<b>Subtotal</b>	<b>1,897,522</b>	<b>2,088,309</b>	<b>1,906,678</b>	<b>3,466,221</b>
<b>Services</b>				
Consultant/Management	61,012	259,500	144,854	<b>499,300</b>
Accounting/Auditing	20,828	200,000	2,028	
Printing/Binding	516	24,300	2,286	<b>26,300</b>
Advertising/Marketing	0	500	0	<b>1,000</b>
Other Services	24,881	170,800	108,070	<b>200,485</b>
Software And Hardware Maintenance	0	4,000	0	
<b>Subtotal</b>	<b>107,238</b>	<b>659,100</b>	<b>257,238</b>	<b>727,085</b>
<b>Materials And Supplies</b>				
Office Supplies	3,348	4,230	4,049	<b>9,260</b>
Postage	19	7,700	1,558	<b>12,400</b>
Small Equipment/Furniture	6,916	16,300	3,635	<b>20,100</b>
Other Materials & Supplies	31,868	50,300	60,289	<b>52,150</b>
<b>Subtotal</b>	<b>42,151</b>	<b>78,530</b>	<b>69,530</b>	<b>93,910</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	4,076	30,665	42,311	<b>30,020</b>
Travel & Meetings	50,806	56,628	57,111	<b>72,906</b>
Books & Subscriptions	2,625	4,750	7,086	<b>17,950</b>
Training	5,550	15,431	8,988	<b>23,625</b>
Other Misc. Expenses	14,312	26,300	13,231	<b>27,300</b>
Contingency	0	83,652	0	<b>200,000</b>
<b>Subtotal</b>	<b>77,369</b>	<b>217,426</b>	<b>128,727</b>	<b>371,801</b>
<b>Leases and Rentals</b>				
Meeting Space	0	24,100	0	<b>16,000</b>
Leased Furniture & Equip	3,868	4,000	4,226	<b>7,900</b>
<b>Subtotal</b>	<b>3,868</b>	<b>28,100</b>	<b>4,226</b>	<b>23,900</b>
<b>Other Expenses</b>				
Utilities	9,702	9,000	9,077	<b>8,400</b>
<b>Subtotal</b>	<b>9,702</b>	<b>9,000</b>	<b>9,077</b>	<b>8,400</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>2,137,850</b>	<b>3,080,465</b>	<b>2,375,477</b>	<b>4,691,317</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## EXECUTIVE DEPARTMENT

THEME	GOAL	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ul style="list-style-type: none"> <li>o Ensure all Title VI/DBE meet Federal grant applications and are updated and within compliance according to CFR 49 Part 26</li> <li>o Build a high-performance project delivery system for regional transit projects</li> <li>o Develop a strong safety &amp; security culture</li> <li>o Provide an atmosphere where staff, consultants, and contractors deliver on taxpayer expectations</li> <li>o Ensure Labor harmony to support timely project delivery</li> </ul>	<ul style="list-style-type: none"> <li>o DBE/Title VI program submittals are provided in a timely manner and are approved by FTA</li> <li>o 95% of projects on-time &amp; within budget</li> <li>o Comprehensive security plans for ST facilities, operations, construction and real estate</li> <li>o Consistent trends of lost time accidents and injuries below national averages</li> <li>o Consistent trends of meeting requirements</li> <li>o No strikes, walkouts or labor interruptions</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ul style="list-style-type: none"> <li>o Provide oversight to effective service planning</li> <li>o Provide oversight &amp; guidance on safety &amp; security initiatives</li> <li>o Perform audits to assess performance.</li> <li>o Emergency preparedness</li> </ul>	<ul style="list-style-type: none"> <li>o Consistently positive customer comments</li> <li>o Complaints responded to within 48 hours</li> <li>o Consistent operations safety recordables below national averages</li> <li>o Low rate of security incidents</li> <li>o 85% of QA audit findings replied to within 60 days</li> </ul>
<b>SYSTEM EXPANSION</b>	Create integrated plans for future expansion	<ul style="list-style-type: none"> <li>o Provide leadership on development of a transit vision for the region</li> </ul>	<ul style="list-style-type: none"> <li>o ST 2 plans presented to Board for adoption</li> </ul>
<b>STEWARDSHIP OF RESOURCES</b>	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ul style="list-style-type: none"> <li>o Develop a small business program to maximize small business participation</li> <li>o Effectively manage Safety Certification Plans to assure that safety critical tasks are completed so projects can open on-time</li> <li>o Ensure compliance with Federal Title VI/DBE rules and regulations</li> <li>o Serve as internal liaison to Citizen Oversight Panel in its role to monitor and provide feedback on Sound Transit's performance to the Board.</li> </ul>	<ul style="list-style-type: none"> <li>o Small business program implemented and operational</li> <li>o 100 % of safety certification items resolved before opening</li> <li>o Manage recruitment process to ensure achievement of membership levels.</li> <li>o Respond to COP reports within 30 days of COP presentation to the Board.</li> <li>o Coordinate with independent Project Manager on support to panel.</li> </ul>

# **FINANCE AND INFORMATION TECHNOLOGY**

## Finance and Information Technology Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	3,491,989	3,825,444	3,705,564	<b>4,877,196</b>
Benefits	1,864,565	2,309,602	2,000,839	<b>2,759,593</b>
<b>Subtotal</b>	<b>5,356,553</b>	<b>6,135,046</b>	<b>5,706,403</b>	<b>7,636,789</b>
<b>Services</b>				
Consultant/Management	1,069,176	1,341,000	879,708	<b>1,028,500</b>
Legal	9,544	20,000	2,327	<b>15,000</b>
Accounting/Auditing	506,259	532,500	460,088	<b>450,000</b>
Maintenance	2,100			
Printing/Binding	19,862	41,049	21,155	<b>37,900</b>
Interlocal Agreements	417,957	425,000	476,144	<b>500,000</b>
Other Services	275,319	559,995	806,154	<b>284,675</b>
Software And Hardware Maintenance	747,190	1,207,138	996,086	<b>1,295,183</b>
<b>Subtotal</b>	<b>3,047,405</b>	<b>4,126,681</b>	<b>3,641,662</b>	<b>3,611,258</b>
<b>Materials And Supplies</b>				
Office Supplies	9,898	16,700	10,125	<b>18,800</b>
Postage	200	4,450	19	<b>4,350</b>
Small Equipment/Furniture	361,086	569,200	508,896	<b>369,300</b>
Other Materials & Supplies	12,932	35,000	33,112	<b>31,000</b>
<b>Subtotal</b>	<b>384,116</b>	<b>625,350</b>	<b>552,153</b>	<b>423,450</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	14,924	19,575	39,304	<b>18,610</b>
Travel & Meetings	36,144	75,659	51,328	<b>76,182</b>
Books & Subscriptions	36,004	37,200	79,129	<b>36,850</b>
Training	67,893	101,400	62,145	<b>123,100</b>
Other Misc. Expenses	34,928	6,550	7,677	<b>15,150</b>
<b>Subtotal</b>	<b>189,893</b>	<b>240,384</b>	<b>239,582</b>	<b>269,892</b>
<b>Leases and Rentals</b>				
Meeting Space	0	3,025	0	<b>200</b>
<b>Subtotal</b>	<b>0</b>	<b>3,025</b>	<b>0</b>	<b>200</b>
<b>Other Expenses</b>				
Utilities	115,613	221,792	137,030	<b>285,850</b>
Insurance	864,180	976,000	954,846	<b>1,000,000</b>
Interest Expense	275	1,000	325	<b>500</b>
<b>Subtotal</b>	<b>980,067</b>	<b>1,198,792</b>	<b>1,092,201</b>	<b>1,286,350</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>9,958,035</b>	<b>12,329,278</b>	<b>11,232,000</b>	<b>13,227,939</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## FINANCE & INFORMATION TECHNOLOGY

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ol style="list-style-type: none"> <li>1. Provide relevant and accurate management systems and financial data.</li> <li>2. Maximize project funding, communicate funding strategy and results.</li> <li>3. Develop and maintain risk management programs for all ST capital projects.</li> <li>4. Maintain agency-level project control systems and procedures.</li> </ol>	<ul style="list-style-type: none"> <li>• Reconciliation of HQ reports to Capital Outlay reports data within 10 working days of month-end.</li> <li>• Payment of all vendors within established time-frames.</li> <li>• 100% of adopted lifetime capital budgets in the system by January 31.</li> <li>• Deliver approved agency projects and initiatives on budget and on schedule.</li> <li>• Meet 95% of agency revenue forecasts.</li> <li>• 100% of capital projects have a communicated risk transfer, risk financing, insurance and risk management strategy.</li> <li>• On-time production of the Agency Progress Report (within 30 days from the end of the quarter).</li> <li>• Maintain up-to-date monthly schedule/status report for Phase Gate meetings.</li> <li>• Successfully implement agency lessons learned program.</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Provide relevant and accurate management systems and financial and service data.</li> <li>2. Maintain property and liability risk programs.</li> </ol>	<ul style="list-style-type: none"> <li>• Meet agency and special Service Level Agreement's measurements for core sites and corporate departments.</li> <li>• Meet requirements of Board approved ST Technology Plan for R&amp;T.</li> <li>• Completion of NTD reporting by April 30<sup>th</sup>.</li> <li>• Timely review of proposed service changes for impacts on agency financial plan.</li> <li>• 100% of annual insurance renewals 30 to 60 days prior to policy expiration date.</li> <li>• Report 100% of claims to insurer within 72 hours.</li> </ul>

# FINANCE & INFORMATION TECHNOLOGY 2008 SCORECARD

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
FUTURE CONNECTIONS	Create integrated plans for future expansion	<ol style="list-style-type: none"> <li>1. Review financial management structure to improve use of agency resources.</li> <li>2. Define an IT architecture that matches agency planning.</li> <li>3. Develop and facilitate financial related planning processes.</li> </ol>	<ul style="list-style-type: none"> <li>• Build scalable systems to meet future requirements of ST and ST2 planning.</li> <li>• Meet agency, federal and board financial planning requirements.</li> <li>• Establish administrative budgets for ST2</li> <li>• Establish insurance budgets for ST2.</li> </ul>
	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Provide reporting of financial information that meets state, federal and legal requirements.</li> <li>2. Maintain records and insure all agency assets.</li> <li>3. Protect and secure all FIT intellectual assets.</li> <li>4. Ensure agency long-term financial liquidity.</li> </ol>	<ul style="list-style-type: none"> <li>• Receipt of 100% unqualified audit opinions with no reportable conditions.</li> <li>• Drawdown eligible grant funds within 30 days of month-end report.</li> <li>• 100% of agency assets insured or have risk strategy (in collaboration with LOB department managers). <ul style="list-style-type: none"> <li>o Agency Operations Infrastructure</li> <li>o Railroad Operations – Rolling Stock</li> <li>o Capital Assets (replacement cost)</li> <li>o Real Estate Properties</li> </ul> </li> <li>• Zero IT security breaches.</li> <li>• Meet back-up and retention requirements for technology-based intellectual assets.</li> <li>• Finance plan updated by September 30 annually.</li> <li>• Long Term Administrative Cost model updated by September 30 annually.</li> <li>• 100% of month-end close within established time-frames</li> </ul>

## FINANCE & INFORMATION TECHNOLOGY 2008 SCORECARD

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>ORGANIZATIONAL VIBRANCY</b>	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission	<ol style="list-style-type: none"> <li>1. Ensure professional development through training, growth opportunities and challenging work.</li> <li>2. Manage, recognize, measure and compensate performance that focuses on the mission, goals, and initiatives.</li> <li>3. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of employees have a professional development plan that includes opportunities for career development.</li> <li>• 80 % of employees receiving at least 16 hours of training/professional development per year.</li> <li>• 100% of performance reviews are completed within 30 days of anniversary.</li> </ul>

## **LEGAL SERVICES**



## Legal Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	1,190,713	1,536,525	1,471,253	<b>1,626,238</b>
Benefits	586,239	798,254	746,573	<b>835,550</b>
<b>Subtotal</b>	<b>1,776,952</b>	<b>2,334,779</b>	<b>2,217,826</b>	<b>2,461,788</b>
<b>Services</b>				
Consultant/Management	121,740	102,733	105,681	<b>88,550</b>
Legal	137,286	260,000	114,810	<b>260,000</b>
Printing/Binding	494	550	344	<b>450</b>
Advertising/Marketing		300	0	<b>300</b>
Other Services	41,171	11,300	5,523	<b>10,800</b>
<b>Subtotal</b>	<b>300,691</b>	<b>374,883</b>	<b>226,358</b>	<b>360,100</b>
<b>Materials And Supplies</b>				
Office Supplies	2,831	3,500	3,389	<b>3,400</b>
Postage		0	9	<b>46</b>
Small Equipment/Furniture	2,532	4,050	5,852	<b>4,150</b>
Other Materials & Supplies	1,283	0	1,440	<b>1,800</b>
<b>Subtotal</b>	<b>6,645</b>	<b>7,550</b>	<b>10,690</b>	<b>9,396</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	6,484	6,074	6,506	<b>6,735</b>
Travel & Meetings	6,314	11,966	8,553	<b>11,200</b>
Books & Subscriptions	18,540	21,867	23,035	<b>21,600</b>
Training	7,781	11,800	7,023	<b>12,615</b>
Other Misc. Expenses	80,035	0	835	<b>45</b>
<b>Subtotal</b>	<b>119,154</b>	<b>51,707</b>	<b>45,952</b>	<b>52,195</b>
<b>Leases and Rentals</b>				
Meeting Space	430	600	0	<b>500</b>
<b>Subtotal</b>	<b>430</b>	<b>600</b>	<b>0</b>	<b>500</b>
<b>Other Expenses</b>				
Utilities	5,556	5,124	5,531	<b>5,640</b>
<b>Subtotal</b>	<b>5,556</b>	<b>5,124</b>	<b>5,531</b>	<b>5,640</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>2,209,427</b>	<b>2,774,643</b>	<b>2,506,358</b>	<b>2,889,619</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ol style="list-style-type: none"> <li>1. Provide timely legal advice to avoid project delays</li> <li>2. Ensure that environmental documents comply with environmental requirements</li> </ol>	<ul style="list-style-type: none"> <li>• 90% of requests for legal services completed by date agreed by attorney and client</li> <li>• 100% of appeals successfully defended when legal advice followed</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Provide prompt, thorough review of legal issues identified.</li> <li>2. Keep clients informed about major or recurring legal issues</li> <li>3. Survey clients to assess attorney's performance on defined client service measures such as the effectiveness of attorney/client communications, effort to understand and achieve client's objectiveness, timeliness of work, etc.</li> </ol>	<ul style="list-style-type: none"> <li>• No errors in legal analysis</li> <li>• 100% of law/regulatory changes that affect clients' activities communicated to clients at least 30 days before effective date through education and training sessions or documents on recurring legal issues provided</li> <li>• 80% &gt; positive rating on client survey-delivery of legal services</li> </ul>
<b>FUTURE CONNECTIONS</b>	Create integrated plans for future expansion	<ol style="list-style-type: none"> <li>1. Timely identification and resolution of legal issues that could affect plans for future expansion</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of legal issues identified that impact ability to implement approval of phase 2 system expansion</li> </ul>

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>STEWARDSHIP OF RESOURCES</b>	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Provide mechanism to capture significant work product and research</li> <li>2. Ensure compliance with public disclosure laws</li> <li>3. Minimize energy use in the office</li> </ol>	<ul style="list-style-type: none"> <li>• Maintain monthly report tracking legal memoranda, briefs and legal instruments archived in library database</li> <li>• 100% of public disclosure requests responded to on time</li> <li>• All energy consuming devices such as computers, office lights, desk lamps are turned off at end of day unless otherwise directed by IT</li> </ul>
<b>ORGANIZATIONAL VIBRANCY</b>	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission	<ol style="list-style-type: none"> <li>1. Create an environment where life balance is respected</li> <li>2. Provide professional association opportunities for Legal Department</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of staff attend at least 1 skills' enhancement or professional development each year.</li> <li>• 100% of performance reviews completed within 30 days.</li> </ul>

## LINK LIGHT RAIL

## Link Light Rail Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	6,033,449	7,091,487	6,809,724	7,832,662
Benefits	2,989,567	3,830,943	3,481,438	4,189,107
<b>Subtotal</b>	<b>9,023,016</b>	<b>10,922,430</b>	<b>10,291,162</b>	<b>12,021,769</b>
<b>Services</b>				
Consultant/Management	29,104	41,500	13,120	46,500
Legal	673			
Accounting/Auditing		500	0	500
Maintenance		25,000	0	25,000
Printing/Binding	2,914	13,850	3,377	11,700
Advertising/Marketing	0	100	0	100
Other Services	9,383	155,060	45,943	94,230
Software And Hardware Maintenance				600
<b>Subtotal</b>	<b>42,075</b>	<b>236,010</b>	<b>62,440</b>	<b>178,630</b>
<b>Materials And Supplies</b>				
Office Supplies	31,204	52,980	36,051	50,500
Postage	88	3,680	112	1,830
Small Equipment/Furniture	34,848	46,495	48,573	54,900
Other Materials & Supplies	4,747	30,200	11,342	29,600
<b>Subtotal</b>	<b>70,886</b>	<b>133,355</b>	<b>96,078</b>	<b>136,830</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	6,786	15,679	7,990	29,791
Travel & Meetings	78,357	153,120	69,529	149,470
Books & Subscriptions	14,184	24,750	11,295	17,300
Training	14,091	29,382	23,319	75,313
Other Misc. Expenses	15,758	70,800	24,296	26,300
<b>Subtotal</b>	<b>129,176</b>	<b>293,730</b>	<b>136,429</b>	<b>298,174</b>
<b>Leases and Rentals</b>				
Admin Facilities Rental				4,000
Meeting Space	0	9,200	88	9,750
Leased Furniture & Equip	70			
<b>Subtotal</b>	<b>70</b>	<b>9,200</b>	<b>88</b>	<b>13,750</b>
<b>Other Expenses</b>				
Utilities	39,755	55,300	44,406	59,700
<b>Subtotal</b>	<b>39,755</b>	<b>55,300</b>	<b>44,406</b>	<b>59,700</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>9,304,979</b>	<b>11,650,025</b>	<b>10,630,604</b>	<b>12,708,853</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

THEME	GOAL	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build quality projects on time and within budget	<ol style="list-style-type: none"> <li>1. Construct projects per approved plans and specifications</li> <li>2. Achieve forecasted expenditure levels</li> <li>3. Maintain project float throughout the life of the project.</li> <li>4. Construct projects in a safe and efficient manner</li> <li>5. Manage project contingency over the life of the project</li> </ol>	<ol style="list-style-type: none"> <li>1. All open Non-Conformance Reports (NCR's) associated with a project should be closed within 90 days of being initiated. Report quarterly and annually.</li> <li>2. Project expenditures incurred to-date should be at least 90% of the cumulative annual project budget.</li> <li>3. All projects must maintain positive schedule float throughout the life of the project. Report quarterly and annually.</li> <li>4. The Recordable Injury Rate (RIR) should be less than the national average for each project. Report quarterly and annually.</li> <li>5. Contingency Index: A measure of work progress relative to contingency drawdown, computed as a ratio of % construction complete to % contingency expended should be 1.0 or more. Report quarterly on the cumulative project to date.</li> </ol>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers and co-workers	Design and build a reliable, customer friendly light rail system.	After the opening of the Link system, survey users to determine satisfaction.
<b>FUTURE CONNECTIONS</b>	Create integrated plans for future expansion	Participate with other ST departments and transit organizations in the development of the ST2 plan	Provide on-time input to the draft and final plan
<b>STEWARDSHIP OF RESOURCES</b>	Manage public resources in a manner that demonstrates accountability, environmental responsibility, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Provide timely information about Link projects to all interested stakeholders</li> <li>2. Provide project staff at the levels required to complete the projects on-time and within budget</li> </ol>	<ol style="list-style-type: none"> <li>1. Produce each monthly report by end of following month</li> <li>2. Actual Link staff/consultant hours expended within 95% of planned hours. Report quarterly and annually.</li> </ol>

<b>ORGANIZATIONAL VIBRANCY</b>	<p>Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission</p>	<ol style="list-style-type: none"> <li>1. Ensure professional development through training, growth opportunities and challenging work.</li> <li>2. Manage, recognize, measure and compensate performance that focuses on the mission, goals and initiatives.</li> <li>3. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of employees have a professional development plan that includes opportunities for career development. Compare current quarter to quarter from previous year.</li> <li>2. 80% of employees receive at least 16 hours of training/professional development per year</li> <li>3. 100% of performance reviews are complete within 30 days of anniversary. Compare current quarter to quarter from previous year.</li> </ol>
------------------------------------	---	---	--

# **CAPITAL PROJECTS**



## Capital Projects Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	2,055,741	2,345,794	1,903,845	<b>2,162,478</b>
Benefits	1,060,642	1,326,548	1,021,759	<b>1,194,314</b>
<b>Subtotal</b>	<b>3,116,382</b>	<b>3,672,343</b>	<b>2,925,604</b>	<b>3,356,791</b>
<b>Services</b>				
Consultant/Management	57,521	95,000	65,762	<b>95,000</b>
Legal	0			
Printing/Binding	2,405	3,500	405	<b>3,000</b>
Advertising/Marketing	0	4,500	0	<b>4,500</b>
Other Services	111,069	60,250	59,441	<b>59,250</b>
<b>Subtotal</b>	<b>170,994</b>	<b>163,250</b>	<b>125,608</b>	<b>161,750</b>
<b>Materials And Supplies</b>				
Office Supplies	7,596	10,500	2,758	<b>10,000</b>
Postage	166	650	175	<b>650</b>
Small Equipment/Furniture	1,078	0	4,390	<b>1,500</b>
Other Materials & Supplies	2,622	4,000	0	<b>2,000</b>
<b>Subtotal</b>	<b>11,462</b>	<b>15,150</b>	<b>7,323</b>	<b>14,150</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	6,054	2,981	2,801	<b>3,150</b>
Travel & Meetings	19,309	32,535	13,187	<b>28,490</b>
Books & Subscriptions	1,390	2,500	230	<b>2,000</b>
Training	11,513	19,850	14,280	<b>16,550</b>
Other Misc. Expenses	0			
<b>Subtotal</b>	<b>38,265</b>	<b>57,866</b>	<b>30,497</b>	<b>50,190</b>
<b>Leases and Rentals</b>				
Meeting Space	579	3,000	0	<b>2,000</b>
<b>Subtotal</b>	<b>579</b>	<b>3,000</b>	<b>0</b>	<b>2,000</b>
<b>Other Expenses</b>				
Utilities	5,751	11,417	6,255	<b>10,000</b>
<b>Subtotal</b>	<b>5,751</b>	<b>11,417</b>	<b>6,255</b>	<b>10,000</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>3,343,434</b>	<b>3,923,025</b>	<b>3,095,287</b>	<b>3,594,881</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## CAPITAL PROJECTS

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build quality projects on time and within budget	<ol style="list-style-type: none"> <li>1. Manage design and construction process to deliver projects within baseline budget and schedule.</li> <li>2. Support Agency Diversity and Safety programs and monitor project compliance.</li> </ol>	<ul style="list-style-type: none"> <li>• 85% annual expenditures of program forecast.</li> <li>• 95% of projects completed within baseline schedule and budget.</li> <li>• Diversity and Safety metrics are under development.</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Maintain consolidated design guidelines and standards to ensure customer satisfaction with facilities.</li> </ol>	<ul style="list-style-type: none"> <li>• Annual updates of design standards based on coordination with Transportation Service Department.</li> </ul>
<b>FUTURE CONNECTIONS</b>	Create integrated plans for future expansion	<ol style="list-style-type: none"> <li>1. Identify and manage resources to provide technical expertise for long range planning and ST2 plan development.</li> </ol>	<ul style="list-style-type: none"> <li>• Maintain staffing levels to meet project lifecycle staffing requirements and Adopted Budget</li> </ul>
<b>STEWARDSHIP OF RESOURCES</b>	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Effectively manage department financial resources</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure Staff operating budget is not over-spent.</li> <li>• Performance on Project Delivery Measures</li> </ul>
<b>ORGANIZATIONAL VIBRANCY</b>	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission	<ol style="list-style-type: none"> <li>1. Ensure professional development through training, growth opportunities and challenging work.</li> <li>2. Manage, recognize, measure and compensate performance that focuses on the mission, goals, and initiatives.</li> <li>3. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of employees have a professional development plan that includes opportunities for career development.</li> <li>• 80 % of employees receiving at least 16 hours of training/professional development per year.</li> <li>• 100% of performance reviews are completed within 30 days of anniversary.</li> </ul>

# **CORPORATE SERVICES**

## Corporate Services

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	2,677,334	3,297,955	3,144,822	3,485,584
Benefits	1,489,822	1,964,823	1,760,131	2,065,046
<b>Subtotal</b>	<b>4,167,156</b>	<b>5,262,777</b>	<b>4,904,953</b>	<b>5,550,630</b>
<b>Services</b>				
Consultant/Management	262,052	383,500	242,390	411,500
Maintenance	686	5,100	1,114	6,000
Printing/Binding	445,012	464,200	306,061	412,200
Advertising/Marketing	127,615	200,100	152,119	196,100
Interlocal Agreements	4,750	7,500	6,135	12,000
Other Services	168,917	336,100	247,951	392,875
<b>Subtotal</b>	<b>1,009,032</b>	<b>1,396,500</b>	<b>955,770</b>	<b>1,430,675</b>
<b>Materials And Supplies</b>				
Office Supplies	191,282	239,620	221,057	202,025
Postage	26,619	129,000	41,803	77,550
Small Equipment/Furniture	26,340	7,594	16,762	17,300
Other Materials & Supplies	11,946	45,700	26,192	57,600
<b>Subtotal</b>	<b>256,188</b>	<b>421,914</b>	<b>305,814</b>	<b>354,475</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	15,827	4,299	12,457	12,753
Travel & Meetings	16,322	29,368	33,313	41,786
Books & Subscriptions	6,344	40,950	5,460	35,450
Training	19,071	30,820	7,482	30,700
Other Misc. Expenses	1,223,304	1,095,650	1,073,362	1,353,650
<b>Subtotal</b>	<b>1,280,868</b>	<b>1,201,087</b>	<b>1,132,074</b>	<b>1,474,339</b>
<b>Leases and Rentals</b>				
Meeting Space	0	1,000	0	1,500
Leased Furniture & Equip	67,587	73,500	79,410	70,000
<b>Subtotal</b>	<b>67,587</b>	<b>74,500</b>	<b>79,410</b>	<b>71,500</b>
<b>Other Expenses</b>				
Utilities	6,593	8,220	9,879	11,710
Interest Expense	29,976	35,000	24,687	25,000
<b>Subtotal</b>	<b>36,569</b>	<b>43,220</b>	<b>34,566</b>	<b>36,710</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>6,817,399</b>	<b>8,399,998</b>	<b>7,412,586</b>	<b>8,918,329</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## CORPORATE SERVICES Contracts

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ol style="list-style-type: none"> <li>1. Provide on time and accurate procurement and contract administration support to facilitate on time and within budget project delivery.</li> <li>2. Provide vendor / small &amp; disadvantaged business outreach opportunities for contracting.</li> </ol>	<ul style="list-style-type: none"> <li>• Complete project solicitation milestones within established baseline schedules.</li> <li>• Complete contract administration and change management actions within internally established guidelines.</li> <li>• Complete contract closeout milestones within State established guidelines.</li> <li>• 100% of solicitation documents have a documented Diversity Analysis determination.</li> <li>• 100% of active, applicable Contracts tracking required small business affidavits / documentation.</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Provide on time and accurate procurement and contract administration support to facilitate on time and within budget project delivery.</li> <li>2. Provide vendor / small &amp; disadvantaged business outreach opportunities for contracting.</li> </ol>	<ul style="list-style-type: none"> <li>• Complete project solicitation milestones within established baseline schedules.</li> <li>• Complete contract administration and change management actions within internally established guidelines.</li> <li>• Complete contract closeout milestones within State established guidelines.</li> <li>• 100% of solicitation documents have a documented Diversity Analysis determination.</li> <li>• 100% of active, applicable Contracts tracking required small business affidavits / documentation.</li> <li>• 100% of Division service measures met.</li> </ul>
<b>FUTURE CONNECTIONS</b>	Create integrated plans for future expansion	<ol style="list-style-type: none"> <li>1. Review procurement and contracting best practices to ensure the most appropriate methodologies are implemented for conducting future business.</li> </ol>	<ul style="list-style-type: none"> <li>• Conduct quarterly reviews and updates of the ST Procurement Manual for consistency with best and generally acceptable professional practices.</li> </ul>

## CORPORATE SERVICES Contracts

<p style="text-align: center;"><b>STEWARDSHIP OF RESOURCES</b></p>	<p style="text-align: center;">Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments</p>	<ol style="list-style-type: none"> <li>1. Review and ensure that Contracts Division hard copy records are maintained within State and Federal statute and records management guidelines.</li> <li>2. Executed contracts are held in compliance with State and Federal regulations.</li> <li>3. Division practices are in compliance with and in support of ST ESMS goals and measures for procurement and contracting.</li> </ol>	<ul style="list-style-type: none"> <li>• All files established within a 3 year window are accurate, complete and data is a one for one match in Live Link.</li> <li>• 100% of applicable contracts have a documented prevailing wage audit, where required.</li> <li>• Zero audit findings on Agency audits.</li> <li>• 100% of solicitation documents contain direction for providing responses that use environmentally friendly practices and materials and encourage “green” purchasing practices.</li> </ul>
<p style="text-align: center;"><b>ORGANIZATIONAL VIBRANCY</b></p>	<p style="text-align: center;">Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission</p>	<ol style="list-style-type: none"> <li>1. Ensure professional development through training, growth opportunities and challenging work.</li> <li>2. Manage, recognize, measure and compensate performance that focuses on the mission, goals, and initiatives.</li> <li>3. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of employees have a professional development plan that includes opportunities for career development.</li> <li>• 80% of employees receive at least 16 hours of training/professional development annually.</li> <li>• 100% of performance reviews are completed within 30 days of employee anniversary date.</li> </ul>

## CORPORATE SERVICES

### Corporate Communications

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ol style="list-style-type: none"> <li>1. Increase public awareness of ST projects.</li> <li>2. Integrate public art into ST projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain awareness of ST projects within two percentage points of baseline survey results from previous years (55% Park-and-Ride lots, 55% Transit Centers and Freeway Stations and 45% HOV ramps)</li> <li>2. Hold special events for eight 2008 project delivery milestones.</li> <li>3. Install 25 Public Art projects: 20 Link, 2 ST Express, 3 Sounder.</li> <li>4. Assist in meeting ST's FY 2008 13% DBE goal.</li> <li>5. Respond to 800 graphics work products requests</li> </ol>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Increase public awareness of ST services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain awareness of ST services and brand within 2% points of previous year baseline survey results (89% in 2007).</li> <li>2. Promote Ridership on lower productivity routes identified by Transportation Services, targeting increases within the 2-4 percent range.</li> <li>3. Hold special events/promotions for 13 service enhancement milestones.</li> <li>4. Respond to 800 graphics work products.</li> </ol>
<b>FUTURE CONNECTIONS</b>	Create integrated plans for future expansion	<ol style="list-style-type: none"> <li>1. Increase public awareness of ST service expansion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reach 85% of target audience (adults 25 – 54 within three-county service area) with ST advertising.</li> </ol>
<b>STEWARDSHIP OF RESOURCES</b>	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Prepare and disseminate information about the agency's stewardship of public resources including annual report and frequently updated web site</li> <li>2. Manage department budget within 95% Board approved amounts</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain favorability rating within 2% points of previous year's survey (63% in 2007).</li> <li>2. Distribute annual report to 95% identified stakeholders.</li> <li>3. Maintain department spending within Board approved budgets and policies.</li> <li>4. Meet 100% of Environmental and Sustainability Management System targets</li> </ol>

## CORPORATE SERVICES

### Corporate Communications

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>ORGANIZATIONAL VIBRANCY</b>	Foster an atmosphere where talented and dedicated people want to work toward our common mission	<ol style="list-style-type: none"> <li>1. Ensure professional development through training, growth opportunities and challenging work.</li> <li>2. Manage, recognize, measure and compensate performance that focuses on the mission, goals, and initiatives.</li> <li>3. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of employees have a professional development plan that includes opportunities for career development.</li> <li>2. 80 % of employees receiving at least 16 hours of training/professional development per year.</li> <li>3. 100% of performance reviews are completed within 30 days of anniversary.</li> </ol>



## **TRANSPORTATION SERVICES**

## Transportation Services Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	1,535,068	1,919,136	1,658,762	2,037,655
Benefits	817,567	1,116,320	857,643	1,154,727
<b>Subtotal</b>	<b>2,352,635</b>	<b>3,035,456</b>	<b>2,516,405</b>	<b>3,192,382</b>
<b>Services</b>				
Consultant/Management	127,319	286,100	97,178	330,000
Legal	6			
Maintenance	410,714	567,317	430,438	467,500
Printing/Binding	19,508	86,000	79,125	89,200
Advertising/Marketing	104,435	157,580	71,942	122,250
Interlocal Agreements	314	150,000	17,265	25,000
Other Services	156,027	339,630	258,363	231,150
<b>Subtotal</b>	<b>818,323</b>	<b>1,586,627</b>	<b>954,312</b>	<b>1,265,100</b>
<b>Materials And Supplies</b>				
Office Supplies	9,603	6,750	22,467	7,750
Postage	0	20,650	-443	20,400
Small Equipment/Furniture	43,750	18,000	30,849	36,500
Other Materials & Supplies	112,362	106,380	102,049	109,650
<b>Subtotal</b>	<b>165,715</b>	<b>151,780</b>	<b>154,923</b>	<b>174,300</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	2,494	3,285	5,353	4,754
Travel & Meetings	24,324	28,104	25,459	27,846
Books & Subscriptions	8,366	11,450	11,411	7,750
Training	12,538	5,896	17,547	57,215
Other Misc. Expenses	12,382	22,000	13,599	20,000
<b>Subtotal</b>	<b>60,103</b>	<b>70,735</b>	<b>73,368</b>	<b>117,565</b>
<b>Leases and Rentals</b>				
Admin Facilities Rental	46,623	54,000	53,782	55,000
Leased Vehicles/Parking	166,646	183,000	168,353	180,400
Meeting Space	0	600	0	600
Leased Furniture & Equip		2,000	0	
<b>Subtotal</b>	<b>213,269</b>	<b>239,600</b>	<b>222,135</b>	<b>236,000</b>
<b>Other Expenses</b>				
Utilities	194,831	223,631	197,525	232,700
Insurance	-892	2,082	-4,230	
Taxes	3,841	8,600	1,086	5,750
<b>Subtotal</b>	<b>197,780</b>	<b>234,313</b>	<b>194,381</b>	<b>238,450</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>3,807,824</b>	<b>5,318,511</b>	<b>4,115,524</b>	<b>5,223,797</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## TRANSPORTATION SERVICES 2008 SCORECARD

THEME	GOAL	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>PROJECT DELIVERY</b>	Build projects on time and within budget	<ol style="list-style-type: none"> <li>1. Review all capital project design plans to ensure operations and maintenance related issues are addressed.</li> <li>2. To prevent project delays, ensure operations and maintenance plans are developed for all capital projects.</li> </ol>	<ul style="list-style-type: none"> <li>• 95% of design plans are reviewed, comments provided and issues identified within prescribed timeframe.</li> <li>• 100% of capital projects receive operations and maintenance plans prior to base lining.</li> </ul>
<b>SERVICE DELIVERY</b>	Provide quality service to our customers	<ol style="list-style-type: none"> <li>1. Ridership: Retain and increase ridership on all modes.</li> <li>2. Service quality: Provide high quality service that is responsive to customer needs, including the region's special needs population. Ensure service is safe, accessible, reliable, cost effective and efficient.</li> </ol>	<ul style="list-style-type: none"> <li>• Meet agency goals to increase ridership* as follows: ST Express bus: 6% Sounder commuter rail: 7% Tacoma Link: 4% *Ridership goals are based on most recent data and are different than the 2008 Service Implementation Plan.</li> <li>• On-time performance: ST Express bus: ≥90% Sounder: ≥95% Tacoma Link: ≥98.5%</li> <li>• Preventable accidents per revenue mile: ST Express bus: ≤0.8 per 100,000 mi. Tacoma Link: ≤1 per 30,000 miles Sounder: ≤1 per 1,000,000 miles</li> <li>• Customer complaints as percent of total boardings: ≤ 0.05% for all modes</li> <li>• Percent of scheduled trips operated: ST Express bus: 99.8% Sounder commuter rail: 99.5% Tacoma Link: 98.5%</li> <li>• Vehicle availability: ST Express bus: ≥90% Sounder commuter rail: 100% Tacoma Link: &gt;90%</li> <li>• Maintain annual customer satisfaction rating equal to 3.5 (on 4-point scale) or higher.</li> <li>• In conjunction with other ST departments,</li> </ul>

# TRANSPORTATION SERVICES 2008 SCORECARD

THEME	GOAL	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
			<ul style="list-style-type: none"> <li>develop maintenance and operating plans for projects that meet revenue start-up requirements.</li> <li>Complete inventory of 100% of existing facilities to update Facilities Operations and Maintenance Plan.</li> </ul>
FUTURE CONNECTIONS	Create integrated plans for future expansion	1. Review proposed ST long-range plans and provide input relative to service delivery issues.	<ul style="list-style-type: none"> <li>95% of plans reviewed, comments provided and issues resolved within prescribed timeframe.</li> </ul>
STEWARDSHIP OF RESOURCES	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, & delivers on commitments	<ol style="list-style-type: none"> <li>Preventive maintenance: perform preventive maintenance to maximize the life cycle of facilities and equipment and minimize maintenance costs.</li> <li>Efficiently and effectively use resources to control costs and manage service levels.</li> <li>Ensure integrity of Sounder barrier-free collection system to maximize cost recovery.</li> <li>Develop a real property inventory in support of the agency initiative for an asset management plan.</li> </ol>	<ul style="list-style-type: none"> <li>90% of regularly scheduled maintenance is performed within 10% of required interval for all ST facilities.</li> <li>Evaluate 100% of service annually according to the <i>Service Standards and Performance Measures</i> guidelines.</li> <li>80% of systemwide platform hours receive a Good or Satisfactory performance rating.</li> <li>For each mode, meet agency 2008 budget target for cost per boarding as follows: ST Express: \$6.96 Sounder: \$13.68 Tacoma Link: \$3.81</li> <li>Achieve agency 2008 farebox recovery targets: ST Express: 18.4% Sounder: 22.0%</li> <li>100% of Sound Transit's real property assets will be catalogued in new system.</li> </ul>
ORGANIZATIONAL VIBRANCY	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission	<ol style="list-style-type: none"> <li>Ensure professional development through training, growth opportunities and challenging work.</li> <li>Manage, recognize, measure and compensate performance that focuses on the mission, goals and initiatives.</li> <li>Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ul style="list-style-type: none"> <li>100% of employees have a professional development plan that includes opportunities for career development.</li> <li>80% of non-operating staff receiving at least 16 hours of training/professional development per year.</li> <li>100% of appraisals completed within 30 days of anniversary date.</li> </ul>

## **POLICY, PLANNING, and PUBLIC AFFAIRS**

## Office of Policy Planning and Public Affairs Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Salaries &amp; Benefits</b>				
Salaries	2,068,063	2,286,672	2,161,964	<b>2,435,497</b>
Benefits	1,109,259	1,221,171	1,148,019	<b>1,271,536</b>
<b>Subtotal</b>	<b>3,177,322</b>	<b>3,507,842</b>	<b>3,309,984</b>	<b>3,707,032</b>
<b>Services</b>				
Consultant/Management	846,762	1,141,390	1,072,086	<b>1,075,800</b>
Maintenance	11,328	25,000	12,030	<b>23,200</b>
Printing/Binding	7,131	31,000	5,032	<b>57,000</b>
Advertising/Marketing	406	125,300	112,827	<b>71,500</b>
Other Services	8,281	50,200	33,391	<b>70,900</b>
<b>Subtotal</b>	<b>873,908</b>	<b>1,372,890</b>	<b>1,235,365</b>	<b>1,298,400</b>
<b>Materials And Supplies</b>				
Office Supplies	5,725	11,100	5,731	<b>9,500</b>
Postage	10	70,525	474	<b>20,500</b>
Small Equipment/Furniture	3,536	500	9,968	<b>3,600</b>
Other Materials & Supplies	4,118	5,435	1,568	<b>4,800</b>
<b>Subtotal</b>	<b>13,389</b>	<b>87,560</b>	<b>17,740</b>	<b>38,400</b>
<b>Miscellaneous Expenses</b>				
Dues & Memberships	5,374	28,483	13,761	<b>226,070</b>
Travel & Meetings	42,361	60,495	69,932	<b>41,715</b>
Books & Subscriptions	4,484	1,550	1,827	<b>2,300</b>
Training	6,673	15,700	1,883	<b>19,400</b>
Other Misc. Expenses	14,568	300	353	<b>2,800</b>
<b>Subtotal</b>	<b>73,460</b>	<b>106,528</b>	<b>87,757</b>	<b>292,285</b>
<b>Leases and Rentals</b>				
Meeting Space	0			
<b>Subtotal</b>	<b>0</b>			
<b>Other Expenses</b>				
Utilities	16,757	19,343	17,360	<b>21,560</b>
<b>Subtotal</b>	<b>16,757</b>	<b>19,343</b>	<b>17,360</b>	<b>21,560</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>4,154,835</b>	<b>5,094,164</b>	<b>4,668,206</b>	<b>5,357,677</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
PROJECT DELIVERY	Build projects on time and within budget	1. Secure federal appropriations.	<ul style="list-style-type: none"> <li>Deliver 100% of federal appropriations assumed in financial plan.</li> </ul>
SERVICE DELIVERY	Provide quality service to our customers		
FUTURE CONNECTIONS	Create integrated plans for future expansion	<p>1. Continue to advance Sound Transit's regional leadership role in developing transit system plans and integration approaches that provide our customers with affordable, convenient, and reliable public transit mobility options.</p> <p>2. Establish Sound Transit as the regional think tank for research, analysis, and development of strategic policy initiatives that advance the way the industry approaches the provision of public transportation services; focused on meeting customer needs, applying lessons learned from other industries, and continuous improvement in how we supply efficient and effective multimodal public transportation services.</p> <p>3. Continuously work to define corridor HCT alternatives, and investment decision support, that complement existing transit system plans, infrastructure, and services to expand the range of HCT benefits to areas of the region not yet served.</p> <p>4. Educate and equip regional partners with the knowledge and tools necessary to make sustainable transit oriented land use choices scaled to desirable community form and context.</p>	<ul style="list-style-type: none"> <li>Develop a system expansion plan that can serve as a model in achieving meaningful expansion by 2020.</li> <li>Support Board decision-making in considering a 2008 or 2010 ballot measure.</li> <li>Actively pursue regional leadership in research studies.</li> <li>Expand regional responsibilities in terms of fare collection.</li> <li>Expand role in subarea and regional project development and decision-making, as well as on permanent and project level decision-making bodies or recommending committees.</li> </ul>

# OFFICE OF POLICY, PLANNING & PUBLIC AFFAIRS

THEME	GOAL STATEMENT	DEPARTMENT INITIATIVES	PERFORMANCE MEASURES
<b>STEWARDSHIP OF RESOURCES</b>	Manage resources in a manner that demonstrates public accountability, fiscal responsibility, and delivers on commitments	<ol style="list-style-type: none"> <li>1. Engage with federal, state, and local partners to ensure development and improvement of the regional transit system and facilitate opportunities for partnership and integration.</li> <li>2. Maintain high standards of accuracy, timeliness, and transparency in communicating with the news media and public about the agency's projects, services, system expansion initiatives, accomplishments and challenges.</li> <li>3. Support the Board in developing policy, determining direction, and providing agency oversight.</li> <li>4. Ensure integrity of official records and Board proceedings.</li> </ol>	<ul style="list-style-type: none"> <li>• Demonstration of regular engagement with stakeholders (federal, state, regional, local) to build strong relationships and ensure supportive policy direction.</li> <li>• Regular communication with stakeholders to ensure consistent visibility of the agency in all arenas (federal, state, regional, local).</li> <li>• Consistent support of organizations and associations involved in developing and improving the regional transit system.</li> <li>• Maintain or increase the number of stories proactively pitched each quarter.</li> <li>• Maintain or increase the amount of coverage generated by proactive pitches each quarter.</li> <li>• Measure the overall volume of media coverage received each quarter.</li> <li>• Maintain a positive trend in public opinion about Sound Transit as reflected in surveys.</li> <li>• 100% compliance.</li> </ul>
		<ol style="list-style-type: none"> <li>5. Ensure professional development through training, growth opportunities and challenging work.</li> <li>6. Manage, recognize, measure and compensate performance that focuses on the mission, goals, and initiatives.</li> <li>7. Build and develop valued teams with ownership for overall agency goals.</li> </ol>	<ul style="list-style-type: none"> <li>• 100% of employees have a professional development plan that includes opportunities for career development.</li> <li>• 80 % of employees receiving at least 16 hours of training/professional development per year.</li> <li>• 100% of performance reviews are completed within 30 days of anniversary.</li> </ul>
<b>ORGANIZATIONAL VIBRANCY</b>	Foster an atmosphere of inclusiveness where talented and dedicated people want to work toward our common mission		



**Central Costs**

## Central Costs Staff Operating Budget

<i>Description</i>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2007 Actuals</b>	<b>2008 Adopted</b>
<b>Services</b>				
Maintenance	1,144			
Advertising/Marketing		0	3,489	
Interlocal Agreements	176,210	175,000	181,661	<b>185,000</b>
<b>Subtotal</b>	<b>177,355</b>	<b>175,000</b>	<b>185,150</b>	<b>185,000</b>
<b>Materials And Supplies</b>				
Small Equipment/Furniture	132	0	1,204	
<b>Subtotal</b>	<b>132</b>	<b>0</b>	<b>1,204</b>	
<b>Miscellaneous Expenses</b>				
Dues & Memberships	187,566	160,000	160,974	
Travel & Meetings		0	1,390	
<b>Subtotal</b>	<b>187,566</b>	<b>160,000</b>	<b>162,364</b>	
<b>Leases and Rentals</b>				
Admin Facilities Rental	1,559,628	1,651,919	1,573,234	<b>1,600,000</b>
<b>Subtotal</b>	<b>1,559,628</b>	<b>1,651,919</b>	<b>1,573,234</b>	<b>1,600,000</b>
<b>Other Expenses</b>				
Utilities	57	0	43	
Taxes		0	333	
Depreciation	2,353,821	2,636,612	1,917,548	<b>2,125,308</b>
<b>Subtotal</b>	<b>2,353,878</b>	<b>2,636,612</b>	<b>1,917,923</b>	<b>2,125,308</b>
<b>TOTAL STAFF OPERATIONS</b>	<b>4,278,558</b>	<b>4,623,530</b>	<b>3,839,875</b>	<b>3,910,308</b>

\*\*\* Due to reorganization, historical expenditures and forecasts will vary from previously published budget documents. Agency wide summaries include all figures

## COMMUNITY DEVELOPMENT FUND

On November 18, 1999, the Sound Transit Board, by Resolution No. R99-34, established a \$50 million (YOES) Transit-Oriented Community Development Fund (the "Fund") to increase transit ridership on Central Link Light Rail and to address the impacts of light rail construction. The Fund is distributed through two distinct accounts: (1) The Community Development Account which is monitored and funded by the City of Seattle; and (2) the Supplemental Mitigation Account which is monitored and funded by Sound Transit from contributions by the City of Seattle and King County.

During 2002, the Rainier Valley Community Development Fund, a non-profit organization, was established by the community to implement the programs in the Operating Plans, as adopted and approved by the Sound Transit Board and City of Seattle, respectively.

In 2005, the City of Seattle, Sound Transit and King County amended the original funding agreements wherein oversight and administration of the Fund shifted to the City of Seattle, as well as funding certain disbursement requests from the Supplemental Mitigation Account, except when such requests would not qualify under Community Development Block Grant criteria. Funding for such requests continues to be disbursed through Sound Transit by recapitalization of the Fund through reimbursement of City of Seattle completed project elements of the Central Link Light Rail Segment.

The resources contained within the Supplemental Mitigation Account that continue to be Sound Transit's funding responsibility are detailed in the Adopted 2008 Budget as depicted below. The operations budget for 2008 includes \$700 thousand for mitigation payments and \$91.9 thousand for internal Sound Transit costs. The budget for mitigation payments assumes that the City will be seeking Community Development Block reimbursements for the Central Link Light Rail Segment. The City of Seattle will reimburse Sound Transit for internal costs in 2008. It is expected that the Supplemental Mitigation Account will be completely spent down in 2008.

<b>Community Development Fund</b>	
<b>2008 Budget Summary</b>	
	<b>Adopted 2008 Budget</b>
<b>CDF Program Transactions</b>	
Mitigation Payments	\$ 700,000
Advances	-
<i>Subtotal</i>	<b>\$ 700,000</b>
<b>ST Internal Costs</b>	
Salary & Benefits	\$ 88,930
Travel/Meetings	250
Escrow Fees	2,750
<i>Sub Total</i>	<b>\$ 91,930</b>
<b>Total</b>	<b>\$ 791,930</b>
<b>CDF Revenue</b>	
Interest on Advances	-
Interest on Idle Funds	\$ 5,000
<i>Subtotal</i>	<b>\$ 5,000</b>

## TRANSIT ORIENTED DEVELOPMENT (TOD)

The Board established the Transit Oriented Development (TOD) Program in 1997. Subsequent motions and resolutions provide program guidance, including M99-60 prescribing TOD evaluation criteria and the Real Property Disposition Policy and Procedures (R99-35) which focuses on joint development. Those board actions direct the TOD Program to create transit supportive development and communities at Sound Transit facilities, stations, and station areas by working with local jurisdictions, property owners, and public and private developers. The TOD Program has focused on five main activities:

**Technical assistance:** provides staff and consulting expertise to the Sound Transit project staff, cities, counties, and not-for-profit agencies within the district. During 2007, technical assistance included station area and station location analyses for TOD and joint development opportunities at the Capitol Hill Station, continued participation in Snohomish County's Urban Centers Program, and town center redevelopment advice to the City of Sumner.

**Facility enhancement:** creates improvements to existing facilities that support transit and pedestrian connections and increased ridership. In 2007, the Program staff began discussions with Capital Projects and City of Tukwila staff to consider conceptual redevelopment options for the permanent Tukwila Station, and negotiated purchase and sale agreements for the Federal Way Transit Center East and West TOD Parcels.

**Strategic acquisition:** identifies potential sites to preserve or create TOD opportunities by working with local jurisdictions, property owners, and developers. During 2007, the reprogramming of future ST2 parking and ride project ended staff negotiations with a Tacoma property owner for a joint development parking structure at the Dome District Station.

**Broker/catalyst/partner:** creates increased ridership through appropriate development within station areas in collaboration with community representatives. In 2007, Program staff continued evaluating potential joint development options to attract private investment to the Mount Baker/McClellan Station.

**Surplus Property Utilization Plan:** evaluating the agency's real property inventory to make disposition recommendations as directed by TOD/Joint Development policies and guidelines. In 2007, agency staff and consultants collaborated to organize, evaluate, and make disposition recommendations for the surplus Rainier Valley parcels. In addition, Program staff initiated the property evaluation and prospective sale of another parcel owned by ST in the same area as a relocation site for the Firestone retail store which is located within what will be the Mount Baker Station.

### 2008 Activities:

During 2008, the TOD Program will monitor the progress of the Korean Women's Association senior housing proposal for the East Parcel at the Federal Way Transit Center. As part of a multi-year assignment, staff will coordinate City and community discussions for future TOD at the Capitol Hill Station. At the Mount Baker Station, redevelopment plans for the Firestone site will be identified through a Request for Proposals process, involving the community, The City of Seattle, and Sound Transit. Future ST2 joint development opportunities will be evaluated based

on alignment and facility decisions, with staff contributing to real property decisions for right-of-way and stations. Staff will continue to be active in real property surplus and utilization activities to identify sites appropriate for transit-supportive redevelopment.

<b>Transit Oriented Development</b>		
<b>2008 Budget Summary</b>		
	<b>Adopted 2008 Budget</b>	<b>Adopted 1997- 2016 Budget</b>
<b>Operating Budget</b>		
Technical Assistance	200,000	1,640,457
	<b>\$ 200,000</b>	<b>\$ 1,640,457</b>
<b>Capital Budget</b>		
Ashway TOD	\$ -	\$ 100,000
	<b>\$ -</b>	<b>\$ 100,000</b>
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 1,740,457</b>

The Adopted 2008 operating budget for TOD is \$200,000 in District wide TOD operating expenditures.

## Public Art Program

The Sound Transit Board has endorsed a public art program to work with artists, community and project staff to develop art projects for the agency's capital projects that reflects the community's interest and reflects positively on the agency.

The Sound Transit art policy adopted by the board in January 1998:

- recognizes a wide range of opportunities for art, from discrete artworks to artistic enhancements, to functional elements of facilities.
- commits to having artists work with the preliminary and final design teams on the development of the project design and on the integration of art into the system as a whole.
- establishes an art budget calculated as 1% of capital construction costs, excluding the cost of tunneling. The funds for art are pooled within subareas.

To carry out the policy, the Sound Transit Art Program (STart) was established. STart is staffed by one full-time administrator and one full-time project coordinator responsible for coordinating the work of the art program.

Art and design are developed collaboratively through a process involving communities, engineers, architects, landscape architects, artists and staff working together and sharing ideas. Because art is intended to be an integral part of Sound Transit facilities, it is reviewed during the design review process organized for each project.

In 2008 the public art program will:

- Oversee installation of all remaining artwork for Link light rail including from Tukwila/International Blvd Station through Downtown Seattle.
- Manage design development, fabrication and installation of artwork for over fifteen projects related to University Link, Airport Link, Sounder and Regional Express.
- Analyze system-wide art to identify remaining commission opportunities within the Sound Move package.

### Budget Summary

<b>Public Art (STart)</b>		
<b>2008 Budget Summary</b>		
	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2016 Budget</b>
Operating Expenditures	\$ 412,299	\$ 1,777,768
Capital	2,204,790	16,318,123
<b>Total</b>	<b>\$ 2,617,089</b>	<b>\$ 18,095,891</b>

The Adopted 2008 Budget for STart is \$2.6 million which is composed of \$412.3 thousand in operating expenditures and \$2.2 million of capital investment. Operating expenses consist of the cost of maintaining, repairing, replacing and cleaning installed art work and was established at roughly 10% of total life time budget. The lifetime budget was increased by \$26.5k through a transfer from Sounder Mukilteo station in Snohomish County.

# STart Capital

## Project

x68 STart Program

## Description

The Sound Transit Art Program - STart - is responsible for incorporating public art into Sound Transit systems and facilities. The artwork will reflect the communities served and contribute to a positive experience for customers.

In 2008 the public art program will:

- Oversee installation of all remaining artwork for Link light rail including from Tukwila/International Blvd Station through Downtown Seattle.
- Manage design development, fabrication and installation of artwork for over fifteen projects related to University Link, Airport Link, Sounder and Regional Express.
- Analyze system-wide art to identify remaining commission opportunities within the Sound Move package.

Changes since 2007: 27k was transferred from Sounder Mukilteo station to Art Program

## Summaries

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	16,292
2008 Adopted budget (in \$000)	16,318

## Capital Costs

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	416	130	255	195	90	0	0	0	1,084
North King County	2,479	2,080	1,277	101	820	0	0	0	6,757
South King County	1,530	584	315	176	1,713	0	0	0	4,319
East King County	1,326	646	242	25	393	0	0	0	2,633
Pierce County	1,062	153	116	0	194	0	0	0	1,525
<b>Total</b>	<b>6,813</b>	<b>3,593</b>	<b>2,205</b>	<b>497</b>	<b>3,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,318</b>

## Capital Cost Elements

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
STart Program	6,813	3,593	2,205	497	3,210	0	0	0	16,318
<b>Total</b>	<b>6,813</b>	<b>3,593</b>	<b>2,205</b>	<b>497</b>	<b>3,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,318</b>

## RESEARCH & TECHNOLOGY

In 2002, the Sound Transit Board approved the “Sound Transit Transit Technology Plan (Motion 2002-11),” which established the goals, objectives and funding limits for a set of technology based initiatives. The purpose of these initiatives is to provide research, funding, and the implementation of new systems to support bus rapid transit type technology applications, next train arrival information for Sounder Commuter Rail, and security technologies among ST facilities and services. Applications have included the expansion of transit signal priority in specific corridors, funding for automated next stop displays next stop annunciation for passengers on ST buses, vehicle location systems and research, automated passenger counting systems, and real-time passenger information at select transit centers and Sounder Stations.

Research and Technology staff will continue the implementation of the transit technology initiatives in 2008, as well as the completion of earlier projects identified and approved by the board. The activities that are continuing into next year include the expansion of next arriving vehicle to transit facilities and web application; passenger counting technologies for Sounder Commuter Rail; the continued implementation of Transit Signal Priority to Sound Transit bus routes in Redmond and Snohomish County; the expansion of CCTV to the Kent and Auburn Garages; and completion of a technical study for providing high bandwidth WiMax technology to Sounder passenger cars for customer internet use and train data communications.

In 2007, the Research and Technology Program underwent an organizational change and was moved from the Office of Policy, Planning, and Public Affairs to Finance and Information Technology Department in order to accelerate the implementation of programmed initiatives and projects, and to better integrate with Information Technologies staff, systems, and applications.

<b>Research and Technology Budget</b>		
<b>2008 Budget Summary</b>		
	<b>Adopted 2008 Budget</b>	<b>Adopted 1997-2016 Budget</b>
<b>Operating Budget</b>	\$ 150,874	\$ 3,801,830
<b>Capital Budget</b>	877,294	6,364,852
<b><i>Total</i></b>	<b>\$ 1,028,168</b>	<b>\$ 10,166,682</b>

### Budget Changes for Research and Technology

The total combined 1997-2009 lifetime operating and capital budget of \$10.2 million for Research and Technology is \$2.6 million less than the Adopted 2007 Budget lifetime budget due to a transfer of capital budget to fund a portion of the King County Metro and Community Transit ST Express Mobile Communication Projects.

The budget for capital expenditures in 2008 of \$877 thousand is \$377 thousand more than last year's Adopted 2007 Budget of \$500 thousand primarily due to the Corridor Transit Technology Initiative moving into the installation phases in 2008. The Adopted 2008 operating budget of \$150 thousand is \$10 thousand more than last year's level of \$161 thousand.



# Agency Operations

**Project**

**410** Research & Technology

**Description**

The Research and Technology Program was created to assess, evaluate research, and implement new transit technologies that will improve the effectiveness and efficiency of public transit. In 2007, the Program underwent an organizational change and was moved from the Office of Policy, Planning, and Public Affairs to Finance and Information Technologies in order to accelerate the implementation of programmed initiatives and projects, and to better integrate with Information Technologies staff, systems, and applications.

Activity in 2008 will include the continued implementation of the transit technology initiatives that were part of the board-approved "Sound Transit Technology Plan," as well as the completion of earlier projects identified and approved by the board. Other activities continuing into next year include the expansion of next arriving vehicle to transit facilities and web application; passenger counting technologies for Sounder commuter rail; the continued implementation of Transit Signal Priority to Sound Transit bus routes in Redmond and Snohomish County; the expansion of CCTV to the Kent and Auburn Garages; and completion of a technical study for providing high bandwidth WiMax technology to Sounder passenger cars for customer internet use and train location and data communications.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	9,003
2008 Adopted budget (in \$000)	6,365

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Regional Fund	2,968	172	877	2,348	0	0	0	0	6,365
<b>Total</b>	<b>2,968</b>	<b>172</b>	<b>877</b>	<b>2,348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,365</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Agency Administration	6	0	0	0	0	0	0	0	6
Pre-Engineering/Env Review	14	0	0	0	0	0	0	0	14
Fare Integration/Research	2,947	172	877	2,348	0	0	0	0	6,345
<b>Total</b>	<b>2,968</b>	<b>172</b>	<b>877</b>	<b>2,348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,365</b>

## **DEBT SERVICE**

As of December 31, 2007, Sound Transit has \$1,194.9 million of long-term bonds outstanding, the proceeds of which are being used to finance construction of capital projects. In December 1998, Sound Transit issued its first series of bonds in the amount of \$350 million, with maturity dates from 2006 to 2028. In March 2005, after the board of directors approved Resolution 2005-7 providing for the issuance of new bonds, \$423 million in bonds were issued, with maturity dates on the 2005 issue of bonds ranging from 2011 to 2030. In December 2007 after the board of directors approved Resolution 2007-22 providing for the issuance of new bonds, \$450 million in bonds were issued with maturity dates on the 2007 issue of bonds ranging from 2008 to 2036. The aggregate debt service for the existing bonds is \$73.0 million in the Adopted 2008 Budget.

## **NON-OPERATING EXPENSES**

In accordance with generally accepted accounting principles, certain operations costs (insurance claim costs and premiums related to operations, taxes, operating leases and rentals, costs of maintaining facilities which are completed, but not yet in service, depreciation, and amortization) should not be capitalized to projects, but rather expensed.

These accounting principles also require that the agency regularly evaluate the costs that are capitalized. As some of the agency's capital projects have not progressed as rapidly as initially anticipated, more general and administration costs have been expensed than originally planned.

In previous budgets, these costs were identified as "non-capitalizable costs." For 2008, these costs are captured in three non-operating expense categories. This approach will allow the agency to reflect more clearly the true costs of its capital assets once completed.

### **Non-operating Property Expenses**

Expenses in this category relate to non-operational properties, including property purchased for use in agency projects but not yet in construction and property remaining after construction is complete – such as remainders and construction staging areas. These expenses for transit centers, stations, park and ride lots and other operational facilities, budget for these costs are included in the appropriate operational mode's transit operations budget and not in this category. In addition, costs of preparing excess property for resale, such as surveys, title and other costs are included in this category.

Costs related to operations and maintenance of property include such costs as utilities, property taxes, security, landscaping, cleaning and other management services related to keeping the agency's properties in good condition.

The 2008 budget for non-operating property expenses is \$1.36 million.

### **Donations To Other Governments**

Certain projects being built in the Sound Transit capital program are intended to belong to other governmental agencies when completed. Examples of these projects include HOV ramps being built in WSDOT right of way and other projects in which Sound Transit is a partial funding partner and a city or county agency is acting as project lead. Authorization to expend ST funds to design and build these projects occurs in the capital program. However, as these projects are completed and put into service, accounting principles require Sound Transit to record the donation of these projects to the agency as an expense in the year that the transfer occurs.

The 2008 budget for donations to other Governments is \$41.8 million.

## Other Non-operating Project Expenses

The 2008 budget for non-operating project expenses not captured in the two categories above is \$5.2 million.

<b>Non-Operating Expenses 2008 Budget Summary</b>		
	<b>2007 Current Budget</b>	<b>2008 Adopted Budget</b>
Non-operating Property Expense	\$ 1,636,381	\$ 1,359,282
Other Non-operating Project Expense	6,327,214	5,155,396
<b><i>Subtotal</i></b>	<b>\$ 7,963,595</b>	<b>\$ 6,514,678</b>
Donations to Other Governments	76,000,000	41,873,596
<b><i>Net Non-Capitalizable costs</i></b>	<b>\$83,963,595</b>	<b>\$ 48,388,274</b>

# Agency Operations

**Project**

**001** Agency Administration

**Description**

This budget item is the cost of Sound Transit staff administration capital. Only those items that meet the current accounting capitalization threshold of \$5,000 per item are included here. All of these items are funded out of the Regional Fund.

Budget has been added for period 2009 through 2016, consistent with the finance plan, to fund this program through the end of Sound Move capital construction. There was an amendment transferring \$90,000 from Sounder Operations to Agency Administration for the purchase of agency fleet vehicles.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	16,574
2008 Adopted budget (in \$000)	23,668

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Regional Fund	14,730	729	1,317	838	865	865	865	3,460	23,668
<b>Total</b>	<b>14,730</b>	<b>729</b>	<b>1,317</b>	<b>838</b>	<b>865</b>	<b>865</b>	<b>865</b>	<b>3,460</b>	<b>23,668</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Office Furniture	2,263	8	0	0	0	0	0	0	2,271
Fleet - Automobiles	1,030	0	90	0	0	0	0	0	1,120
Computer Equipment	4,220	274	162	0	0	0	0	0	4,657
ERP System	4,432	0	0	0	0	0	0	0	4,432
Computer Software	2,226	321	1,023	0	0	0	0	0	3,570
Other Office Equipment	557	125	43	0	0	0	0	0	725
Unallocated Budget	0	0	0	838	865	865	865	3,460	6,892
<b>Total</b>	<b>14,730</b>	<b>729</b>	<b>1,317</b>	<b>838</b>	<b>865</b>	<b>865</b>	<b>865</b>	<b>3,460</b>	<b>23,668</b>

# Agency Operations

**Project**

**500** Capital Replacement

**Description**

This project provides funds for a sinking fund contribution to a capital replacement reserve to replace agency capital assets as they wear out and need replacement. These amounts are derived from the Agency's long-term financial plan which generates a capital replacement schedule for all agency assets based on their costs and useful lives.

**Summaries**

Baseline (in \$ 000)	0
2007 Current Budget (in \$ 000)	119,416
2008 Adopted budget (in \$000)	375,236

**Capital Costs**

Sub Area	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Snohomish County	0	5,508	5,508	5,508	5,508	5,508	14,437	37,580	79,556
North King County	0	0	0	0	0	0	0	35,055	35,055
South King County	0	0	0	0	0	0	14,099	56,010	70,109
East King County	0	7,650	7,650	7,650	7,650	7,650	5,377	19,638	63,264
Pierce County	0	9,087	9,087	10,490	10,490	10,490	20,638	56,971	127,253
<b>Total</b>	<b>0</b>	<b>22,245</b>	<b>22,245</b>	<b>23,647</b>	<b>23,647</b>	<b>23,647</b>	<b>54,551</b>	<b>205,254</b>	<b>375,236</b>

**Capital Cost Elements**

Cost Element	1997-2006	2007	2008	2009	2010	2011	2012	Future	Total
Contingency	0	22,245	22,245	23,647	23,647	23,647	54,551	205,254	375,236
<b>Total</b>	<b>0</b>	<b>22,245</b>	<b>22,245</b>	<b>23,647</b>	<b>23,647</b>	<b>23,647</b>	<b>54,551</b>	<b>205,254</b>	<b>375,236</b>

***This page intentionally left blank***

## **APPENDIX A**

### **SOUND TRANSIT STAFFING PLAN**

***This page intentionally left blank***



# Sound Transit 2008 Staffing Plan

	Filled At End of December 2007	2007 Adopted	Current Staffing Plan	2008 Adopted	Change to Current
<b>Corporate</b>					
<b>Executive</b>					
CEO's Office	2.00	2.00	2.00	3.00	1.00
Diversity Program	6.00	5.00	6.00	8.00	2.00
Quality Assurance	5.00	-	7.00	8.00	1.00
Safety	3.00	-	5.00	6.00	1.00
Safety Security and QA Manager's Office	2.00	-	1.00	2.00	1.00
Security	2.00	-	2.00	2.00	-
<b>Executive Total</b>	<b>20.00</b>	<b>7.00</b>	<b>23.00</b>	<b>29.00</b>	<b>6.00</b>
<b>Finance and Information Technology</b>					
Community Development Fund	0.25	1.00	1.00	0.25	(0.75)
Agency Project Control	-	2.00	2.00	2.00	-
Finance and Budget	7.00	7.00	8.00	8.00	-
CFO's Office	4.00	6.00	4.00	4.00	-
Financial Accounting	17.75	21.00	18.00	20.75	2.75
Grants	2.00	2.00	2.00	2.00	-
Information Technology	26.00	23.00	27.00	28.00	1.00
Risk Management	4.00	2.00	4.00	4.00	-
Treasury & Revenue	4.00	-	4.00	4.00	-
<b>Finance and Information Technology Total</b>	<b>65.00</b>	<b>64.00</b>	<b>70.00</b>	<b>73.00</b>	<b>3.00</b>
<b>Legal</b>					
Environmental Compliance	4.00	6.00	6.00	6.00	-
General Counsel	13.00	13.00	12.00	12.00	-
<b>Legal Total</b>	<b>17.00</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>
<b>Light Rail</b>					
Civil Engineering	14.00	16.00	15.00	15.00	-
Community Outreach	10.00	11.00	11.00	11.00	-
Construction Management	10.00	13.00	11.00	12.00	1.00
Executive Director's Office	8.00	8.00	8.00	12.00	4.00
Environmental	2.00	2.00	2.00	2.00	-
Project Controls	16.00	16.00	17.00	18.00	1.00
Project Development	10.00	11.00	11.00	11.00	-
Quality Assurance	-	7.00	-	-	-
Systems Engineering	10.00	12.00	12.00	12.00	-
Real Estate	9.00	8.00	9.00	9.00	-
<b>Light Rail Total</b>	<b>89.00</b>	<b>104.00</b>	<b>96.00</b>	<b>102.00</b>	<b>6.00</b>
<b>Capital Projects</b>					
Business Services	8.00	12.00	12.00	9.00	(3.00)
Community Connections	6.00	9.00	8.00	8.00	-
Construction Management	3.00	4.00	4.00	4.00	-
Rail Program	5.25	6.25	6.25	5.25	(1.00)
Director's Office	3.00	4.00	4.00	3.00	(1.00)
Transit-Oriented Development	1.00	1.00	1.00	1.00	-
<b>Capital Projects Total</b>	<b>26.25</b>	<b>36.25</b>	<b>35.25</b>	<b>30.25</b>	<b>(5.00)</b>

# Sound Transit 2008 Staffing Plan

	Filled At End of December 2007	2007 Adopted	Current Staffing Plan	2008 Adopted	Change to Current
<b>Corporate Services</b>					
Corporate Communications	2.00	3.00	2.00	2.00	-
Creative Services	7.00	7.00	7.00	7.00	-
Gsc/Warehouse	2.00	2.00	2.00	2.00	-
Marketing	9.25	8.25	10.25	10.25	-
Public Art Program	2.00	2.00	2.00	2.00	-
Contracts Management	24.00	26.00	26.00	26.00	-
Human Resources	3.00	5.00	5.00	5.00	-
OPCS Exec Dir Office	1.00	1.50	1.00	1.00	-
Rail Activation	1.00	2.00	2.00	2.00	-
<b>Corporate Services Total</b>	<b>51.25</b>	<b>56.75</b>	<b>57.25</b>	<b>57.25</b>	<b>-</b>
<b>Transportation Services</b>					
Customer Service and Information	7.60	8.60	8.60	8.60	-
Facilities and Fleet	8.00	8.00	8.00	8.00	-
Link Operations	2.00	3.00	3.00	3.00	-
Property Management	3.00	3.00	3.00	3.00	-
Director's Office	4.00	5.00	5.00	5.00	-
Safety	-	2.00	-	-	-
Security	-	2.00	-	-	-
Scheduling And Planning	3.00	4.00	3.00	3.00	-
<b>Transportation Services Total</b>	<b>27.60</b>	<b>35.60</b>	<b>30.60</b>	<b>30.60</b>	<b>-</b>
<b>Policy, Planning and Public Affairs</b>					
Board Administration	4.00	5.00	5.00	5.00	-
Government Relations	5.00	5.00	5.00	5.00	-
Media Relations and Public Information	4.50	5.50	5.50	5.50	-
Office Of Policy and Planning	11.75	13.75	12.75	13.75	1.00
PPPA Executive Director's Office	2.00	2.00	2.00	2.00	-
<b>Policy, Planning and Public Affairs Total</b>	<b>27.25</b>	<b>31.25</b>	<b>30.25</b>	<b>31.25</b>	<b>1.00</b>
<b>Corporate Total</b>	<b>323.35</b>	<b>353.85</b>	<b>360.35</b>	<b>371.35</b>	<b>11.00</b>
<b>Operations</b>					
Accessible Services	2.00	2.00	2.00	2.33	0.33
Sounder Operations	4.00	3.00	3.00	4.33	1.33
Regional Express Operations	-	2.00	2.00	2.33	0.33
Tacoma Light Rail Operations	15.00	17.00	17.00	17.00	-
<b>Operations Total</b>	<b>21.00</b>	<b>24.00</b>	<b>24.00</b>	<b>26.00</b>	<b>2.00</b>
<b>Sound Transit Total</b>	<b>344.35</b>	<b>377.85</b>	<b>384.35</b>	<b>397.35</b>	<b>13.00</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Corporate</b>			
<b>Executive</b>			
<b>CEO's Office</b>			
Chief Executive Officer	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
TBD	-	-	1.00
<b>CEO's Office Total</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
<b>Diversity Program</b>			
Diversity Program Manager	1.00	1.00	1.00
Diversity Technical Advisor	-	1.00	1.00
Diversity Program Specialist	2.00	2.00	4.00
Project Assistant	1.00	1.00	1.00
Project Labor Agreement Specialist	1.00	1.00	1.00
<b>Diversity Program Total</b>	<b>5.00</b>	<b>6.00</b>	<b>8.00</b>
<b>Quality Assurance</b>			
Project Assistant		1.00	1.00
Agency Quality Assurance Manager		1.00	1.00
Quality Assurance Manager		2.00	2.00
Quality Assurance Specialist		2.00	2.00
System Safety and QA Specialist		1.00	2.00
<b>Quality Assurance Total</b>	<b>-</b>	<b>7.00</b>	<b>8.00</b>
<b>Safety</b>			
Construction Safety Manager		1.00	1.00
Construction Safety Specialist		1.00	2.00
Rail Activation Safety Manager		1.00	1.00
Safety Manager		1.00	1.00
Safety Technician		1.00	1.00
<b>Safety Total</b>	<b>-</b>	<b>5.00</b>	<b>6.00</b>
<b>Safety Security and QA Manager's Office</b>			
Admin Assistant		-	1.00
Safety, Security and QA Manager		1.00	1.00
<b>Safety Security and QA Manager's Office Total</b>	<b>-</b>	<b>1.00</b>	<b>2.00</b>
<b>Security</b>			
Project Assistant		1.00	1.00
Security Officer		1.00	1.00
<b>Security Total</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>
<b>Executive Total</b>	<b>7.00</b>	<b>23.00</b>	<b>29.00</b>
<b>Finance and Information Technology</b>			
<b>Community Development Fund</b>			
Project Coordinator	1.00	1.00	0.25
<b>Community Development Fund Total</b>	<b>1.00</b>	<b>1.00</b>	<b>0.25</b>
<b>Agency Project Control</b>			
Project Manager	1.00	1.00	1.00
Senior Project Control Engineer	1.00	1.00	1.00
<b>Agency Project Control Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Finance and Budget</b>			
Finance and Budget Manager	1.00	1.00	1.00
Senior Economist	-	1.00	1.00
Senior Finance Analyst	5.00	5.00	5.00
Transportation Finance Planner	1.00	1.00	1.00
<b>Finance and Budget Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>CFO's Office</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Deputy Chief Financial Officer	1.00	-	-
Executive Director	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Senior Economist	1.00	-	-
<b>CFO's Office Total</b>	<b>6.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Financial Accounting</b>			
Accountant	4.00	4.00	4.00
Accounting Assistant	3.00	3.00	3.00
Accounts Payable Lead	1.00	1.00	1.00
Administrative Analyst	-	-	0.75
Assistant Controller	1.00	1.00	1.00
Business Reporting Analyst	1.00	1.00	1.00
Compliance Analyst	-	-	1.00
Controller	1.00	1.00	1.00
Financial Accounting Manager	1.00	1.00	1.00
Financial Compliance Analyst	1.00	1.00	1.00
Fiscal Agent - Smart Card	-	-	1.00
General Accountant	1.00	-	-
Payroll Coordinator	1.00	1.00	1.00
Senior Accountant	3.00	3.00	3.00
Senior Accountant - Revenue	1.00	-	-
Senior Cash and Investment Analyst	1.00	-	-
Senior Finance Analyst	1.00	1.00	1.00
<b>Financial Accounting Total</b>	<b>21.00</b>	<b>18.00</b>	<b>20.75</b>
<b>Grants</b>			
Grants Administrator	1.00	1.00	1.00
Grants Manager	1.00	1.00	1.00
<b>Grants Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Information Technology</b>			
Business Systems Administrator	2.00	2.00	2.00
Business Systems Analyst	3.00	3.00	3.00
Business Systems Analyst- TVM	1.00	1.00	1.00
Desktop Specialist	1.00	1.00	1.00
Enterprise Applications Administrator	1.00	1.00	1.00
Enterprise Systems Administrator	1.00	1.00	1.00
GIS Coordinator	-	1.00	1.00
IT Administrative Analyst	-	-	1.00
I T Business Systems Manager	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Integration Engineer	-	1.00	1.00
IT Operations Manager	1.00	1.00	1.00
IT Project Manager	2.00	2.00	2.00
Network Engineer	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Senior Desktop Specialist	1.00	2.00	2.00
Senior Integration Engineer	1.00	1.00	1.00
Senior IT Project Manager	-	1.00	1.00
Server Engineer	3.00	3.00	3.00
Systems Integration Analyst	1.00	1.00	1.00
Telecommunications Specialist	1.00	1.00	1.00
<b>Information Technology Total</b>	<b>23.00</b>	<b>27.00</b>	<b>28.00</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Risk Management</b>			
Claims Coordinator	1.00	1.00	1.00
Risk & Claims Analyst	-	1.00	1.00
Risk Manager	1.00	1.00	1.00
Risk Mgmt & Insurance Admin	-	1.00	1.00
<b>Risk Management Total</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Treasury &amp; Revenue</b>			
General Accountant	-	1.00	1.00
Senior Finance Analyst	-	1.00	1.00
Assistant Treasurer	-	1.00	1.00
Treasurer	-	1.00	1.00
<b>Treasury &amp; Revenue Total</b>	<b>-</b>	<b>4.00</b>	<b>4.00</b>
<b>Finance &amp; Information Technology Total</b>	<b>64.00</b>	<b>70.00</b>	<b>73.00</b>
<b>Legal</b>			
<b>Environmental Compliance</b>			
Biologist	1.00	1.00	1.00
Environmental Compliance Manager	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Senior Environmental Analyst	1.00	1.00	1.00
Senior Environmental Planner	2.00	2.00	2.00
<b>Environmental Compliance Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>General Counsel</b>			
Administrative Specialist	1.00	1.00	1.00
Deputy General Counsel	1.00	1.00	1.00
General Counsel	1.00	1.00	1.00
Legal Counsel	6.00	6.00	6.00
Paralegal	1.00	1.00	1.00
Project Assistant	2.00	2.00	2.00
Diversity Technical Advisor	1.00	-	-
<b>General Counsel Total</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Legal Total</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Light Rail</b>			
<b>Civil Engineering</b>			
Architect	2.00	2.00	2.00
CAD Operator	2.00	2.00	2.00
Civil Engineer - CAD	1.00	1.00	1.00
Civil Engineering Manager	1.00	1.00	1.00
Permits Administrator	2.00	2.00	2.00
Civil Engineer	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00
Senior Civil Engineer	3.00	2.00	2.00
Senior Civil Engineer - Rail Line Section	1.00	1.00	1.00
Senior Civil Engineer - Right of Way	1.00	1.00	1.00
Senior Civil Engineer - Traffic	1.00	1.00	1.00
Senior Civil Engineer - Utilities	-	-	-
<b>Civil Engineering Total</b>	<b>16.00</b>	<b>15.00</b>	<b>15.00</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Community Outreach</b>			
Administrative Assistant	1.00	1.00	1.00
Community Outreach Coordinator	3.00	3.00	3.00
Community Outreach Specialist	5.00	5.00	5.00
Program Manager - Community Outreach	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
<b>Community Outreach Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Construction Management</b>			
Construction Manager	5.00	5.00	5.00
Construction Safety Manager	1.00	-	-
Construction Safety Specialist	1.00	-	-
Deputy Construction Manager	1.00	1.00	1.00
Project Coordinator	1.00	1.00	2.00
Project Manager	1.00	1.00	1.00
QC Specialist	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00
Senior Civil Engineer - Utilities	1.00	1.00	1.00
<b>Construction Management Total</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>
<b>Executive Director's Office</b>			
Administrative Assistant	1.00	1.00	2.00
Administrative Specialist	1.00	1.00	1.00
Civil/Systems Integration Manager	1.00	1.00	1.00
Deputy Executive Director - Light Rail	3.00	3.00	3.00
Electrical Engineer	-	-	1.00
Executive Director	1.00	1.00	1.00
Link Chief of Staff	-	-	1.00
Senior Civil Engineer	-	-	1.00
Project Assistant	1.00	1.00	1.00
<b>Executive Director's Office Total</b>	<b>8.00</b>	<b>8.00</b>	<b>12.00</b>
<b>Environmental</b>			
Environmental Planner	1.00	1.00	1.00
Program Manager - Environmental	1.00	1.00	1.00
<b>Environmental Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Project Controls</b>			
Administrative Assistant	1.00	1.00	1.00
Document Control Coordinator	4.00	4.00	4.00
Project Assistant	1.00	1.00	1.00
Project Control Coordinator	1.00	1.00	1.00
Project Control Manager	1.00	1.00	1.00
Project Control Specialist	7.00	8.00	8.00
Project Manager (Configuration)	1.00	1.00	1.00
Senior Estimator	-	-	1.00
<b>Project Controls Total</b>	<b>16.00</b>	<b>17.00</b>	<b>18.00</b>
<b>Project Development</b>			
Administrative Assistant	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00
Program Manager - Project Development	1.00	1.00	1.00
Project Development Coordinator	2.00	2.00	2.00
Project Manager	6.00	6.00	6.00
<b>Project Development Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Quality Assurance</b>			
Administrative Assistant	1.00	-	-
Agency Quality Assurance Manager	2.00	-	-
Quality Assurance Manager	1.00	-	-
Quality Assurance Specialist	2.00	-	-

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
System Safety and QA Specialist	1.00	-	-
<b>Quality Assurance Total</b>	<b>7.00</b>	<b>-</b>	<b>-</b>
<b>Systems Engineering</b>			
Administrative Assistant	1.00	1.00	1.00
Engineering Systems Inspector	1.00	1.00	1.00
Senior Systems Engineer	6.00	6.00	6.00
Systems Engineer	3.00	3.00	3.00
Systems Engineering Manager	1.00	1.00	1.00
<b>Systems Engineering Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Real Estate</b>			
Administrative Analyst	1.00	1.00	1.00
Project Assistant	1.00	2.00	2.00
Project Coordinator	2.00	2.00	2.00
Real Property Manager	1.00	1.00	1.00
Senior Real Property Agent	2.00	2.00	2.00
Senior Real Property Agent - Appraisal	1.00	1.00	1.00
<b>Real Estate Total</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Light Rail Total</b>	<b>104.00</b>	<b>96.00</b>	<b>102.00</b>
<b>Capital Projects</b>			
<b>Business Services</b>			
Community Outreach Specialist	1.00	1.00	1.00
Document Control Coordinator	1.00	1.00	1.00
Management Analyst	2.00	2.00	1.00
Program Manager, Business Services	1.00	1.00	1.00
Project Control Coordinator	2.00	2.00	2.00
Project Control Specialist	4.00	4.00	2.00
Project Control Specialist/Scheduler	1.00	1.00	1.00
<b>Business Services Total</b>	<b>12.00</b>	<b>12.00</b>	<b>9.00</b>
<b>Community Connections</b>			
Community Connections Manager	1.00	1.00	1.00
Project Coordinator	2.00	2.00	2.00
Project Development Coordinator	3.00	3.00	3.00
Project Manager	3.00	2.00	2.00
<b>Community Connections Total</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Construction Management</b>			
Construction Manager	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Project Manager - Construction	1.00	1.00	1.00
<b>Construction Management Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Rail Program</b>			
Program Manager - Railroad	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Project Development Coordinator	1.00	1.00	1.00
Project Manager	3.25	3.25	2.25
<b>Rail Program Total</b>	<b>6.25</b>	<b>6.25</b>	<b>5.25</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Director's Office</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Capital Projects Director	1.00	1.00	1.00
Project Assistant	1.00	1.00	-
<b>Director's Office Total</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>
<b>Transit-Oriented Development</b>			
TOD Project Manager	1.00	1.00	1.00
<b>Transit-Oriented Development Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Capital Projects Total</b>	<b>36.25</b>	<b>35.25</b>	<b>30.25</b>
<b>Corporate Services</b>			
<b>Corporate Communications</b>			
Administrative Specialist	1.00	1.00	1.00
Corporate Communications Officer	1.00	1.00	1.00
External Relations Specialist	1.00	-	-
<b>Corporate Communications Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Creative Services</b>			
Creative Services Manager	1.00	1.00	1.00
Graphic Design Specialist	3.00	3.00	3.00
Graphic Designer	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Video Production Specialist	1.00	1.00	1.00
<b>Creative Services Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Gsc/Warehouse</b>			
General Services Center Assistant	1.00	1.00	1.00
General Services Center Coordinator	1.00	1.00	1.00
<b>Gsc/Warehouse Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Marketing</b>			
Communications Specialist	2.50	2.50	2.50
External Relations Specialist	-	1.00	1.00
Marketing Manager	1.00	1.00	1.00
Marketing Specialist	1.00	2.00	2.00
Project Coordinator	2.75	2.75	2.75
Web Developer	1.00	1.00	1.00
<b>Marketing Total</b>	<b>8.25</b>	<b>10.25</b>	<b>10.25</b>
<b>Public Art Program</b>			
Project Coordinator	1.00	1.00	1.00
Public Art Program Administrator	1.00	1.00	1.00
<b>Public Art Program Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Contracts Management</b>			
Administrative Assistant	2.00	2.00	2.00
Contracts Administrator	6.00	6.00	6.00
Contracts Assistant	7.00	7.00	7.00
Contracts Manager	1.00	1.00	1.00
Cost/Price Analyst	1.00	1.00	1.00
Lead Contracts Administrator	4.00	4.00	4.00
Project Coordinator	1.00	1.00	1.00
Senior Contracts Administrator	4.00	4.00	4.00
<b>Contracts Management Total</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>



## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Human Resources</b>			
Human Resource Manager	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Senior Human Resources Generalist	2.00	2.00	2.00
<b>Human Resources Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>OPCS Exec Dir Office</b>			
Executive Director	1.00	1.00	1.00
Senior Manager - Special Projects	0.50	-	-
<b>OPCS Exec Dir Office Total</b>	<b>1.50</b>	<b>1.00</b>	<b>1.00</b>
<b>Rail Activation</b>			
Administrative Assistant	1.00	1.00	1.00
Startup Manager	1.00	1.00	1.00
<b>Rail Activation Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Corporate Services Total</b>	<b>56.75</b>	<b>57.25</b>	<b>57.25</b>
<b>Transportation Services</b>			
<b>Customer Service and Information</b>			
Administrative Assistant	2.00	2.00	2.00
Customer Service & Accessibility Manager	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	1.00
Info Center Specialist	0.60	0.60	0.60
Project Assistant	3.00	3.00	3.00
Project Coordinator	1.00	1.00	1.00
<b>Customer Service and Information Total</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>
<b>Facilities and Fleet</b>			
Facilities Maintenance Specialist	2.00	2.00	2.00
Facilities Manager	1.00	1.00	1.00
Facilities Project Manager	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Project Coordinator	2.00	2.00	2.00
Project Development Coordinator	1.00	1.00	1.00
<b>Facilities and Fleet Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Link Operations</b>			
Program Manager	1.00	1.00	1.00
Project Manager Facilities & ROW	1.00	1.00	1.00
Project Manager Ops & Planning	1.00	1.00	1.00
<b>Link Operations Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Property Management</b>			
Assistant Property Manager	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Property Manager	1.00	1.00	1.00
<b>Property Management Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Director's Office</b>			
Administrative Assistant	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Deputy Director - Transportation Services	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Transportation Services Director	1.00	1.00	1.00
<b>Director's Office Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Safety</b>			
Safety Manager	1.00	-	-
Safety Technician	1.00	-	-
<b>Safety Total</b>	<b>2.00</b>	<b>-</b>	<b>-</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Security</b>			
Administrative Specialist	1.00	-	-
Security Officer	1.00	-	-
<b>Security Total</b>	<b>2.00</b>	<b>-</b>	<b>-</b>
<b>Scheduling And Planning</b>			
Community Outreach Specialist	1.00	-	-
Program Manager	1.00	1.00	1.00
Project Manager	2.00	2.00	2.00
<b>Scheduling And Planning Total</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Transportation Services Total</b>	<b>35.60</b>	<b>30.60</b>	<b>30.60</b>
<b>Policy, Planning and Public Affairs</b>			
<b>Board Administration</b>			
Board Administrator	1.00	1.00	1.00
Board Coordinator	2.00	2.00	2.00
Project Assistant	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00
<b>Board Administration Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Government Relations</b>			
Government and Community Relations Manager	1.00	1.00	1.00
Government and Community Relations Specialist	2.00	2.00	2.00
Government Relations Specialist (Local)	1.00	1.00	1.00
Government Relations Specialist (State)	1.00	1.00	1.00
<b>Government Relations Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Media Relations and Public Information</b>			
Communications Specialist	1.50	1.50	1.50
Media Relations & Public Info. Manager	1.00	1.00	1.00
Media Relations Specialist	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Project Manager - ST2 Communications	1.00	1.00	1.00
<b>Media Relations and Public Information Total</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>
<b>Office Of Policy and Planning</b>			
Administrative Specialist	1.00	1.00	1.00
Chief Policy & Planning Officer	1.00	1.00	1.00
GIS Coordinator	1.00	-	-
Policy Analyst	1.00	1.00	-
ORCA Implementation Manager	-	-	1.00
Policy and Planning Manager	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
Project Manager	2.75	2.75	3.75
Senior Planner	3.00	3.00	3.00
ST2 Program Manager	1.00	1.00	1.00
<b>Office Of Policy and Planning Total</b>	<b>13.75</b>	<b>12.75</b>	<b>13.75</b>
<b>PPPA Executive Director's Office</b>			
Administrative Specialist	1.00	1.00	1.00
Executive Director	1.00	1.00	1.00
<b>PPPA Executive Director's Office Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Policy, Planning and Public Affairs Total</b>	<b>31.25</b>	<b>30.25</b>	<b>31.25</b>
<b>Corporate Total</b>	<b>353.85</b>	<b>360.35</b>	<b>371.35</b>

## Sound Transit Staffing By Department

	2007 Adopted	Current Staffing Plan	2008 Adopted
<b>Operations</b>			
<b>Accessible Services</b>			
Project Assistant	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Project Coordinator	-	-	0.33
<b>Accessible Services Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.33</b>
<b>Sounder Operations</b>			
Program Manager - Transportation Services	1.00	1.00	1.00
Project Assistant	1.00	1.00	1.00
Project Coordinator	-	-	0.33
Project Manager	1.00	1.00	1.00
Project Manager Vehicle Compliance	-	-	1.00
<b>Sounder Operations Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.33</b>
<b>Regional Express Operations</b>			
Bus Operations Manager	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.33
<b>Regional Express Operations Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.33</b>
<b>Tacoma Light Rail Operations</b>			
Assistant Operations Manager	1.00	1.00	1.00
LRV Operator	8.00	8.00	8.00
LRV Technician	3.00	3.00	3.00
Operations Manager	1.00	1.00	1.00
Operations Supervisor	3.00	3.00	3.00
Project Assistant	1.00	1.00	1.00
<b>Tacoma Light Rail Operations Total</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Operations Total</b>	<b>24.00</b>	<b>24.00</b>	<b>26.00</b>
<b>Sound Transit Total</b>	<b>377.85</b>	<b>384.35</b>	<b>397.35</b>

***This page intentionally left blank***

## **APPENDIX B**

### **SUPPLEMENTAL INFORMATION**

***This page intentionally left blank***

## SUPPLEMENTAL INFORMATION

### Allocation and capitalization methodology

Approximately 63 percent (\$38.4 million) of the staff operating budget of \$60.6 million is allocated either to capital projects, transit operations, or is a general and administration expense. The remaining 37 percent (\$22.3 million) represents the net staff operating budget for the agency. These costs are summarized in the table below.

Allocation of Operating Staff Budgets			
	Total Staff Operating Budgets	Allocated Costs	Net Staff Operating Budgets
Corporate Departments	\$ 36,958,812	\$ 18,813,448	\$ 18,145,364
Project Delivery & Service Delivery	21,527,531	19,537,093	1,990,438
Depreciation	2,125,308	-	2,125,308
	<b>\$ 60,611,651</b>	<b>\$ 38,350,541</b>	<b>\$ 22,261,110</b>

The Adopted 2008 Budget allocates about 51 percent of corporate department costs to the capital projects and transit operations. These costs are distributed by an activity-based allocation model that utilizes activity drivers to distribute costs to departments based on their use of the service or resource. For example, a portion of accounting's costs is distributed to modal departments based on the relative share of total agency invoices that were processed for that department.

Transportation Services, with 25 percent of the agency's invoices for a given period, would be assigned 25 percent of the costs of the accounting unit. Each division is reviewed for appropriate drivers to allocate their costs and examples of other activity drivers include: direct wages, computer users, and square footage of space occupied. For budgeting purposes, these activity drivers are estimated for the coming year. The actual expenses are ultimately allocated based on actual activity drivers which are updated at the end of the year.

Budget for costs allocated from corporate departments to capital projects and transit services are included in the departments' capital and operating budgets. These budgets are calculated based on projections of the costs for each within the agency's long-term administrative cost forecast model. The costs assigned to capital projects are "capitalized"—captured as part of the capital projects' total costs and depreciated over the life of the capitalized project. Miscellaneous capital outlays (such as computers and small equipment) are recorded as Regional Fund fixed assets, even if the costs are incurred by a modal department.

### Capitalization

It is the policy of Sound Transit to capitalize costs for items that cost more than \$5,000 and have useful lives that are greater than one year. Such costs are capitalized into fixed asset accounts within the balance sheet and depreciated over their useful lives. Sound Transit's balance sheet contains separate accounts for fixed assets as described by the Washington State Budget and Accounting Reporting System. Fixed assets are tracked through the agency's enterprise resource planning system, and are reconciled by asset account. Expenditures for capital projects under construction are reported on the balance sheet in a construction in progress account. When construction is completed and the asset placed in service, the asset will then be recorded as a fixed asset and associated depreciation will be recorded.

The Adopted 2008 Budget records all debt service payments as non-departmental operating expenses so that total debt service payments are identifiable. It then allocates a portion of those debt service payments as capitalized interest to capital projects in proportion to the agency's annual capital spending as a percentage of outstanding debt, consistent with generally accepted accounting principles.

The Adopted 2008 Budget contains \$48.4 million in non-operating project expenses. These costs are associated with capital programs, but under generally accepted accounting principles cannot be treated as capital outlays and must be expensed. These costs include leases, rent, taxes, some insurance items, specific project management consulting services, and project write-offs and contributions to other governments.

### ***Subarea financial structure, allocations, borrowing, and debt allocation***

The subarea equity principle is an integral part of the regional transit system approved by the voters in 1996 and is included in *Sound Move's* Appendix B: Financial Policies as adopted in 1996 and amended on April 13, 2006. The subarea principle is defined as "utilizing local tax revenues and related debt for projects and services which benefit generally in proportion to the level of revenues each subarea generates." The financial policies also define Phase 1 as the period in which subarea equity will be evaluated. A determination of whether subarea equity is achieved will occur at the end of Phase 1.

To this end, the agency has developed an accounting system that tracks all transactions, i.e., revenues, expenses, and capital outlays at the subarea level. On an annual basis, management represents the accuracy of the subarea data through an annual agreed upon procedures report issued by the agency's independent auditor in conjunction with the financial and federal audit processes. Additionally, the Washington State Auditor's Office audits the subarea data annually.

The majority of capital, transit operations, and non-capital line of business expenses and revenues are solely attributable to a single subarea. For those transactions that span two or more subareas, the agency has developed a methodology based on *Sound Move's* Appendix A: Detailed Description of Facilities and Costs and Appendix B: Financial Policies as amended. Transactions that require an allocation are based on drivers that are specific to each line of business. These drivers are derived from *Sound Move* assumptions in Appendix A and B and reviewed on an annual basis by independent auditors. Detailed below are the drivers used by each line of business that are interwoven throughout the budget document and incorporated into the agency's financial system for allocating costs between projects and subareas:

#### **Sounder drivers**

- *Track Miles:* Examples of transactions allocated by track miles include construction of track and facilities, electrical work on track and lighting and signs pertaining to trackwork.
- *Layover Facilities:* Examples of transactions allocated by the layover facilities rule driver include surveying and mapping, control and signal systems, and construction of track that is associated with layover facilities.

#### **Link drivers (Initial Segment)**

- *Total Construction Costs:* Examples of transactions allocated by total construction costs include systemwide support and agency administration costs.
- *Fleet Requirement:* Examples of transactions allocated by fleet requirement include vehicle costs, vehicle maintenance and the operations and maintenance facility costs.
- *Route Miles:* Examples of transactions allocated by route miles include electrification systems and communication systems.



- *Number of Stations:* Examples of transactions allocated by the number of stations include ticket vending machines and signage.

### **Regional Express drivers**

- *Project size:* Examples of transactions allocated by project size include agency administrative costs, allocated administrative consultants and signage.

### **Transportation Services drivers**

- *Vehicles:* Examples of transaction allocated by vehicles include the cost of vehicles and vehicle parts.
- *Train Miles:* Examples of transactions allocated by train miles include the costs of running the trains and any other costs associated with BNSF.
- *Vehicle Miles:* The number of vehicle miles is used as a driver for Sounder and is calculated as the number of rail cars times the number of train miles. This measure is used to allocate costs related to vehicle maintenance and fuel costs.
- *Ticket Vending Machines (TVMs):* Examples of transactions allocated by ticket vending machines include the cost and installation of TVMs and the costs for maintaining those machines.
- *Platform hours:* Examples of transactions allocated by platform hours include bus and operating revenues and expenses.

### **Inter-subarea Borrowing**

In 1999, the Sound Transit Board recognized that inter-subarea borrowing would occur to facilitate efficient cash and debt management. During the 2001 budget process, the board further clarified their inter-subarea borrowing policy to establish borrowing through 2009 for financial planning purposes. Inter-subarea borrowing is deemed needed when a subarea has a negative unrestricted net asset position in any given month and does not have restricted assets to cover the shortfall. Borrowing from other subareas will be proportional based on the lending subareas positive unrestricted nets assets. The borrowing subarea will pay the lending subareas interest at the current Seattle CPI-U rate. Subarea borrowing requirements are evaluated at each month end.

### **Debt Allocation**

Phase 1 of *Sound Move* is forecasted to have approximately \$1.6 billion of debt being issued to finance related capital projects. As debt is being issued throughout Phase 1, the debt will be allocated provisionally to each subarea consistent with the forecasted total bond allocation included in the annual updated finance plan. Any changes in provisional allocation will only be done prospectively. At the completion of Phase 1, final debt allocations will be completed based on the cash requirements each year of the Phase 1 program not met by subarea resources. This final debt allocation will establish the permanent subarea bond obligation and debt service requirements for the life of the outstanding debt.

## **Regional Fund**

The Regional Fund is funded proportionately by contributions from the five subareas. *Sound Move* financial policies allow for annual board review of the amount of local taxes to be contributed to the Regional Fund. The policies permit up to 10 percent of local revenues to be distributed to the Regional Fund. Interest earnings (excluding bond proceeds and board-approved repurchase agreements) on all Sound Transit funds are also assigned to the Regional Fund for uses specified within the financial policies.

*Sound Move* identified agency administration, fare integration, research and technology, and Sound Transit 2 planning as funded elements within the Regional Fund. The Adopted 2008 Budget has a \$30.9 million total lifetime budget for these cost elements.

### ***Strategic Acquisition Fund***

Resolution 72-1 amended the Sound Transit Financial Policies to include acquisition of certain properties as an authorized use of the Regional Fund Contingency when it is in the best interest of Sound Transit to preserve right-of-way required to implement the regional transportation system. The Strategic Acquisitions fund provides interim funding to purchase properties and the appropriate subarea will reimburse the Regional Fund Contingency for a property acquisition when the property is incorporated into a Board approved project or sold. As of December 31<sup>st</sup> we have purchased one property for \$1.4 Million in the area of the Roosevelt Station in the North Link Alignment.

### ***Reserves***

Within the original \$3.9 billion (1995\$) program cost, *Sound Move* identified \$110 million (1995\$) for reserves (including bond reserves, operating reserves, and capital replacement reserves) over the 10-year program, allocated by subarea. Contributions to reserves are not an expense or outlay in proprietary fund accounting and, therefore, are not included in the Adopted 2008 Budget. To the extent, however, reserves reflect a current obligation is identified in Sound Transit's year-end financial statements in conformance with generally accepted accounting principles. As part of its commitment to maintain subarea equity, Sound Transit tracks contributions to reserves by subarea.

*Sound Move* also identified \$11 million (YOES) as a systemwide contingency fund. In the 2002 budget, the board transferred funds to create a new emergency fund that would serve to provide coverage in the event of an uninsured loss. While the agency maintains a comprehensive insurance program, the policies do contain retentions (deductibles) which the agency would have to cover in the event of an insurable loss. In such instances, the board, on a case-by-case basis, would authorize use of the Emergency Fund.

During 2003, as part of the board action on Smart Card, \$19.9 million (YOES) was moved from Regional Fund programs into a Regional Fund contingency account. In 2006 the Board adopted a strategic property acquisition program in the financial policy 72-1 to be funded out of the Regional Fund contingency. To date, two actions have been authorized by the board: North Link-Roosevelt Station and staging area and Airport Link – South 200<sup>th</sup>. Once these properties have closed actual amounts will be identified out of the Regional Fund contingency.

<b>Emergency Account &amp; Contingency Funds</b>		
(in YOE \$000s)		
	<b>2007 Lifetime Budget</b>	<b>2008 Lifetime Budget</b>
Systemwide Contingency	\$ 3,072	\$ 3,072
Emergency Fund	7,928	7,928
Regional Fund Contingency	19,900	18,500
Strategic Acquisition Fund		1,400
<b>Total</b>	<b>\$ 30,900</b>	<b>\$ 30,900</b>

*\* these are Balance Sheet accounts, so not included in budget numbers*

### **Status of Debt**

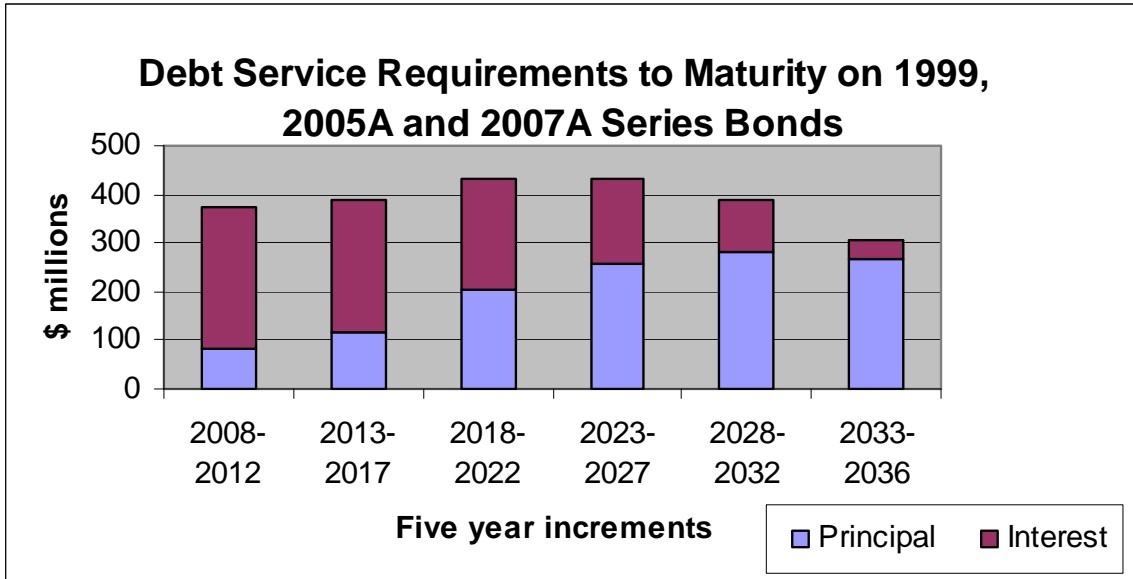
The *Sound Move* Financial Plan projected expenditures of \$5.1 billion in year-of-expenditure dollars for the 10-year period from 1997 through 2007. Of this amount, the plan called for funding \$1.39 billion from bond proceeds. In December 1998, Sound Transit issued its first series of bonds in the amount of \$350 million, with maturity dates from 2006 to 2028. The Series 1999 bonds are special limited obligations of Sound Transit that are secured by the Motor Vehicle Excise Taxes, Retail Sales and Use Taxes and Rental Car Taxes. In March 2005, Sound Transit issued its second series of bonds in the amount of \$423 million, with maturity dates from 2011 to 2030. The Series 2005A bonds are special limited obligations of Sound Transit that are secured by Retail Sales and Use Taxes and Rental Car Taxes. In December 2007, Sound Transit issued its third series of bonds in the amount of \$450 million with maturity dates from 2008 to 2036. The Series 2007A bonds are special limited obligations of Sound Transit that are secured by Retail Sales and Use Taxes and Rental Car Taxes. The interest component of the annual debt service payments on the bonds is allocated to capital projects as capitalized interest, consistent with generally accepted accounting principles. For, 2008, total projected debt service is \$73.0 million, of which \$69.4 million is to be capitalized

Although Sound Transit has no authority to levy property taxes, its debt capacity is determined with reference to the value of taxable property within its service area. Under state law, issuance of bonds payable from any type of taxes is subject to statutory debt limitations. Sound Transit currently is authorized to incur debt in an amount equal to 1-1/2 percent of the value of taxable property within the service area without securing voter approval for bonds. With the approval of 60 percent of the region's voters, Sound Transit may incur aggregate indebtedness of up to 5 percent of the value of taxable property within the service area. Each county assessor in the service area is required to report to Sound Transit annually on the value of the property within its taxing district. From those reports, the agency's current debt capacity, taking account of the 1999, 2005, and 2007 bond issues, has been calculated as shown below.

## 2007 Debt Capacity Status for Sound Transit

(\$ in 000s)

2006 assessed valuation for collection of 2007 taxes	\$ 325,172,136
Maximum non-voted debt (1.5 percent of assessed valuation)	\$ 4,877,597
Less: Series 1999, 2005A, 2007A Bonds and other long-term debt	\$ 1,220,503
<i>Non-voted debt capacity remaining</i>	<u><u>\$ 3,657,094</u></u>
Maximum voted debt (5 percent of assessed valuation)	\$ 16,258,657
Less: Series 1999, 2005A, 2007A Bonds and other long-term debt	\$ 1,220,503
<i>Voted debt capacity remaining</i>	<u><u>\$ 15,038,154</u></u>



## **APPENDIX C**

### **PERFORMANCE MEASURES**

***This page intentionally left blank***

## Performance Statistics Discussion

### ***Systemwide Performance Management Program***

Sound Transit is designing an outcome-based performance management system to monitor progress towards accomplishing our goals. The Service Delivery Quarterly Performance Report to the CEO was established as a means of helping to establish the baseline framework for evaluating existing agency and departmental goals, objectives, and performance measures relative to the agency's service delivery vision. Now finishing its third year, the quarterly report has been an integral way for the department to communicate its performance to the rest of the Agency as well as the public.

The report content and form were informed by a preliminary review conducted by TSD staff of industry practices for performance reporting, such as the guidelines and criteria developed by the Association of Government Accountants. Numerous transit and other public agency management and performance reports were also reviewed.

### **Performance Measures and Standards**

The performance measures that are presented here and that are reported on in the quarterly report are coordinated with the Transportation Services scorecard as well as the Agency scorecard as described in the Sound Transit Agency Review (STAR) section of the budget. They were selected by the department's management based on industry practices for transit performance, are consistent with National Transit Database requirements, and take into account recommendations from the 2004 performance audit of ST Express bus operations.

Efficiency and effectiveness measures that are reported on quarterly include:

- Ridership
- Percent of scheduled trips operated
- Boardings per revenue vehicle hour
- Boardings per trip or train
- Cost per boarding

Service quality measures that will be reported on quarterly include:

- On-time performance
- Customer complaints
- Preventable accidents

#### **Performance Statistics - Systemwide**

	<b>2005 Actuals</b>	<b>2006 Actuals</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>% Change</b>
<b>Service Consumed</b>					
Total Boardings	10,968,979	12,256,022	13,764,711	14,555,000	5.7%
Average Weekday Boardings	37,509	42,736	47,799	49,867	4.3%

### Souder Commuter Rail Transit Operations - Performance Statistics

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget	% Change
<b>SUMMARY DATA</b>					
<b>Service Provided<sup>(1)</sup></b>					
Revenue Vehicle Hours Operated	14,201	16,095	19,293	28,169	46.0%
Revenue Vehicle Miles Operated	533,047	618,808	738,148	1,098,571	48.8%
Trips Operated	2,703	3,116	3,571	5,206	45.8%
<b>Service Consumed</b>					
Total Boardings	1,268,291	1,692,971	2,156,652	2,300,000	6.6%
Average Weekday Boardings	4,565	6,310	8,026	8,197	2.1%
<b>PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	89	105	112	82	-27.0%
Total Boardings/Trip	469	543	604	442	-26.8%
Percentage of Scheduled Trips Operated	99.9%	99.5%	99.4%	99.5%	0.1%
Cost/Revenue Vehicle Hour	\$ 1,482.36	\$ 1,410.40	\$ 1,287.79	\$ 1,116.58	-13.3%
Cost/Revenue Vehicle Mile	\$ 39.49	\$ 36.68	\$ 33.66	\$ 28.63	-14.9%
Cost/Boarding	\$ 16.60	\$ 13.41	\$ 11.52	\$ 13.68	18.7%
On-time Performance <sup>(2)</sup>	96.5%	95.0%	98.3%	>95%	
Complaints (Percent of boardings) <sup>(3)</sup>	0.04%	0.03%	0.02%	<0.05%	
Preventable Accidents per 1,000,000 total miles <sup>(4)</sup>	0	0	0	<1	
<b>Operating costs (less depreciation and contingency)</b>	\$ 21,051,025	\$ 22,700,320	\$ 24,845,319	\$ 31,453,016	26.6%

#### Notes

- (1) Service at the end of 2007 is six round trips on the South line and three round trips on the North line. Service will be at 13 round trips at 100% of buildout. Two additional trips in the South and one additional trip in the North are budgeted to be added in September 2008.
- (2) Standard is 95%, defined as having the average of all trains in a month arriving at terminus within seven minutes of schedule at least 19 out of 20 trips.
- (3) The standard is less than .05% of total boardings, based on the Performance Standards from the ST Express bus service agreements.
- (4) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Souder, the standard is less than or equal to 1.0 per 1,000,000 total miles.

### Tacoma Link Light Rail Transit Operations - Performance Statistics

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget	% Change
<b>SUMMARY DATA</b>					
<b>Service Provided<sup>(1)</sup></b>					
Service Hours Operated <sup>(1)</sup>	9,610	9,979	10,034	10,035	0.0%
Service Miles Operated	96,314	96,118	97,115	97,150	0.0%
Trips Operated	60,201	60,394	60,473	60,462	0.0%
<b>Service Consumed</b>					
Total Boardings	884,895	885,397	919,013	955,000	3.9%
Average Weekday Boardings	2,547	2,967	3,044	3,153	3.6%
<b>PERFORMANCE MEASURES</b>					
Total Boardings/Service Hour	92	89	92	95	3.9%
Total Boardings/Trip	15	15	15	16	3.9%
Percentage of Scheduled Trips Operated	100%	98.5%	99.8%	98.5%	-1.3%
Cost/Service Hour	\$ 292.22	\$ 291.06	\$ 314.19	\$ 362.22	15.3%
Cost/Service Mile	\$ 29.16	\$ 30.22	\$ 32.46	\$ 37.42	15.3%
Cost/Boarding	\$ 3.17	\$ 3.28	\$ 3.43	\$ 3.81	11.0%
On-time Performance <sup>(2)</sup>	100.0%	98.5%	99.6%	98.5%	
Complaints (Percent of boardings)	0.002%	0.001%	0.000%	0.05%	
Preventable Accidents per 30,000 service miles <sup>(3)</sup>	0	0	0.31	<1	
<b>Operating costs (less depreciation and contingency)</b>	\$ 2,808,244	\$ 2,904,480	\$ 3,152,612	\$ 3,634,918	15.3%

#### Notes

- (1) Service is reported as service hours or miles operated. Revenue hours or miles are not reported as Tacoma Link collects no fares for regular service at this time.
- (2) Standard is greater than or equal to 98.5%. A train is late if it a) departs a terminal station more than one minute late or, b) arrives at a terminal station three or more minutes late and is unable to make it's departure time.
- (3) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. For Tacoma Link, the standard is less than or equal to 1.0 per 30,000 service miles. This standard was lowered from one preventable accident per 100,000 service miles to better reflect standard industry practices for light rail.



# ST Express Transit Operations - Performance Statistics

	2005 Actuals	2006 Actuals	2007 Actuals	2008 Budget	% Change
<b>SUMMARY DATA</b>					
<b>Service Provided</b>					
Revenue Vehicle Hours Operated <sup>(1)</sup>	418,167	459,939	489,957	510,000	4.1%
Revenue Vehicle Miles Operated	10,254,710	9,834,938	10,042,843	10,450,000	4.1%
Trips Operated	363,489	364,056	374,607	390,447	4.2%
Platform Hours <sup>(2)</sup>	562,161	582,319	608,610	608,327	0.0%
<b>Service Consumed</b>					
Total Boardings	8,815,793	9,677,654	10,689,046	11,300,000	5.7%
Average Weekday Boardings	30,397	33,459	36,729	38,517	4.9%
<b>PERFORMANCE MEASURES</b>					
Total Boardings/Revenue Vehicle Hour	21.1	21.0	21.8	22.2	1.6%
Total Boardings/Trip	24.3	26.6	28.5	28.9	1.4%
Percentage of Scheduled Trips Operated	99.97%	99.80%	99.97%	99.80%	-0.2%
Cost/Revenue Hour	\$ 136.89	\$ 136.79	\$ 142.33	\$ 154.29	8.4%
Cost/Platform Hour	\$ 101.83	\$ 108.04	\$ 114.58	\$ 129.35	12.9%
Cost/Boarding	\$ 6.49	\$ 6.50	\$ 6.52	\$ 6.96	6.7%
On-time Performance <sup>(3)</sup>	94.3%	94.2%	94.3%	>90%	
Complaints (Percent of boardings) <sup>(4)</sup>	0.02%	0.02%	0.02%	<0.05%	
Preventable Accidents per 100,000 revenue miles <sup>(5)</sup>	0.81	0.80	1.0	< 0.80	
<b>Operating costs (less depreciation and contingency)<sup>(6)</sup></b>	<b>\$ 57,243,862</b>	<b>\$ 62,913,853</b>	<b>\$ 69,737,327</b>	<b>\$ 78,690,105</b>	<b>12.8%</b>

## Notes

- (1) Revenue hours: The aggregation of time during which service is available to carry passengers.
- (2) Platform hours: The aggregation of time during which a transit vehicle leaves the operating base, is available for service and returns to the operating base, including layover and deadhead time.
- (3) Per the performance standards set in the service agreements with the transit partners, the standard is 90% or higher, defined as no later than 10 minutes of scheduled departure time.
- (4) Per the performance standards set in the service agreements with the transit partners, the standard is less than .05% of total boardings.
- (5) A preventable accident is defined as an accident in which the operating employee(s) failed to do everything reasonable to prevent it. Per the service agreements, the standard is less than or equal to 0.8 or 1.0 per 100,000 revenue miles during tunnel closure.
- (6) Estimated operating costs for ST Express Bus are subject to change, based on the annual cost reconciliation process as specified in the service agreements with Sound Transit's operating partners.

***This page intentionally left blank***

## **APPENDIX D**

### **FINANCIAL POLICIES**

***This page intentionally left blank***

# FINANCIAL POLICIES

As Adopted May 31, 1996

As Amended April 13, 2006

## Purpose

The RTA Board adopted an initial framework for the financing of *Sound Move*, by setting local tax rates, focusing on minimal debt financing, requiring conservative projections for federal and state funding, and establishing a definition by which equity will be measured. The Financial Policies reflect the RTA Board's policy intent for implementing the financial framework, for ensuring that the ten-year construction program is completed on time and within budget, and for providing the tools to the Board to appropriately manage toward and respond to future conditions.

## Legal Responsibilities

In adopting these Financial Policies, the RTA Board recognizes certain legal responsibilities. Existing state law grants all legislative and policy authority to the RTA Board, and does not allow the Board to abrogate, transfer or delegate such authority to other agencies or to the five subareas within the RTA District. Consequently, all funds collected by or provided to the RTA, including local tax revenues, federal and other government grants, bond proceeds, fare box revenues, interest earnings, and private development revenues, may be disbursed only with approval of the RTA Board. Priorities for disbursements will be determined within the RTA's annual budgetary process, which by law requires a favorable vote by two-thirds of the RTA Board.

Similarly, the RTA Board recognizes that bonds issued by the RTA will be secured by a pledge of repayment through local taxes. When the bonds are issued, the RTA will enter a binding contract with its bondholders that requires a first claim against local tax revenues for repayment. Stated differently, bondholders will have a legal priority to the RTA's local tax revenues, above and beyond any commitment the RTA may wish to make with its subareas that no subarea will pay another subareas' debt. Therefore, these Financial Policies reflect the RTA's commitment to subarea equity while maintaining the flexibility necessary to manage the financing of the system plan on a consolidated basis and within legal constraints.

## Equity

### ***Definition of equity***

- a) Equity will be defined as utilizing local tax revenues and related debt for projects and services which benefit the subareas generally in proportion to the level of revenues each subarea generates. This equity principle will apply to the ten-year system plan as well as all future phases. The Financing Plan for *Sound Move* reflects this equity principle by providing a budget for each of the five RTA subareas, comprised of the subarea's share of local taxes, bonding capacity, farebox proceeds and an assumption for federal funding. The five subareas are defined as Snohomish County, North King County/Seattle, East King County, South King County, and Pierce County. While the Financing Plan will be managed by the RTA Board on a consolidated basis, the RTA will establish an accounting system by which to report individual subarea performance.
- b) The RTA Board agrees, therefore, that the facilities, projects and services identified in the adopted Ten-Year System Plan represent a reasonable definition of equity for purposes of satisfying both public policy concerns and statutory requirements. The subarea budgets will serve as the starting point for evaluating the equity principle during the ten-year construction period.

## ***Implementation policy***

### **a) Subarea budgets**

1. The RTA Financing Plan will provide a budget for each of the five RTA subareas, comprised of the subarea's projected share of local taxes, bonding capacity and farebox proceeds, and an assumption for federal funding, and related expenditures.
2. Local taxes will be allocated to subarea budgets based on actual sales tax and motor vehicle excise tax receipts collected by subarea and within the RTA District. Annual RTA and subarea budgets will incorporate updated forecasts based on these actual receipts. A percent of local taxes from each subarea will be allocated to the Regional Fund to fund system-wide costs (see Regional Fund below).
3. Government funding will be allocated in two ways:
  - Government funding received that is general in scope for facilities and/or services that appear in several subareas will be allocated to subarea budgets proportional to the subareas' percentage share of total RTA local taxes collected and projected.
  - Government funding that is received for a specifically determined facility and/or service will be allocated to the subarea(s) which benefits from the facility and/or service.
4. Miscellaneous revenues, such as those generated through private-public partnerships, advertising and terminal concessions will be allocated to subarea budgets based on subarea investment in the facility and/or service from which the revenue is generated. Because these revenue sources carry a high level of uncertainty, projections will not be included in the adopted Financing Plan or in the original subarea budgets.
5. Bonding capacity will be allocated based on a subarea's ability to repay the debt service after covering operating and maintenance costs, and consistent with the RTA's debt service coverage ratio policy (see Debt financing capacity below).
6. The subarea expenditures will be allocated in terms of the facilities and services to be provided, their projected costs and project contingencies, associated operating costs, debt service, and reserves for debt service, operations and maintenance, and capital replacement. The allocation of expenditures for facilities and services that cross subarea boundaries will be made by the RTA Board with consideration to subarea benefits and priorities.

b) ***Monitoring function***

1. The RTA will establish an accounting system by which to report performance against subarea budgets. This monitoring and reporting function will be incorporated into the RTA's annual budgeting process.
2. The RTA will establish an independent audit function to oversee its monitoring and reporting of subarea budgets.
3. The RTA will appoint a citizen oversight committee to monitor RTA performance (see Public accountability below).

c) ***Adjustments to subarea budgets***

1. The RTA will establish a process by which subarea budgets can be adjusted, based on current revenue and expenditure forecasts. Since the subarea budgets will be included within the RTA's general budget, adjustments to subarea budgets will occur every year as a step in the RTA's annual budget adoption, which requires a two-thirds favorable vote of the RTA Board. Adjustments to subarea budgets can include additional priority projects and/or services within that subarea should funding be available. This adjustment process recognizes that some fluctuation in revenues and expenditures against forecasts will occur.
2. For those cases where a subarea's actual and projected expenditures exceed its actual and projected revenues and funding sources by 5 percent or greater, and/or where unforeseen circumstances occur which would result in an inability to substantially complete projects within such subarea's plan, the RTA Board shall take one or more of the following actions:
  - Correct the shortfall through use of such subarea's uncommitted funds and/or bond capacity which is available to the subarea; and/or
  - Scale back the subarea plan or projects within the plan to match a revised budget; and/or
  - Authorize a vote of the RTA district on a revised ballot measure.

## **Regional Fund**

### ***Funding sources***

The RTA will establish a regional fund that will be funded through a percent of local tax revenues contributed by each of the five subareas and interest earnings. The percent of local tax to be contributed will be set in the adopted Financing Plan, and then reviewed and set annually through the RTA budget process. It will not exceed ten percent per year during the ten-year system plan period.

### ***Uses for regional fund***

The regional fund will be used to fund system-wide elements. These elements include:

- a) The RTA's fare integration program.
- b) The RTA agency administration, including:
  - Research and development of new technology;
  - Planning and environment analysis for a future capital program.
- c) Contingencies that may occur due to shortfalls in actual revenues collected or funding obtained, and/or overruns in actual expenditures relative to cost estimates provided that the

funding of such contingencies shall not diminish the RTA's ability to fully implement its fare integration program.

- d) Strategic Property Acquisition Program to provide interim funding to purchase properties required to preserve right-of-way. The regional fund shall be reimbursed for a property acquisition when the property is incorporated into a Board approved budgeted project or is sold.

## **Debt Financing Capacity**

### ***Legal definition of RTA debt financing capacity***

- a) The RTA's enabling legislation defines the RTA's capacity for issuing general obligation debt at one and one-half percent of the value of the taxable property within the boundaries of the RTA District (and with approval of three-fifths of voters voting with the RTA District, up to five percent of the value of the taxable property within the district's boundaries). There is no dollar limit for revenue indebtedness.
- b) However, through the following policies, the RTA will implement a substantially more conservative use of debt financing.

### ***Calculation of debt financing capacity***

The RTA recognizes that its future bondholders will hold first claim against its local sales tax and motor vehicle excise tax revenues as the pledged sources for repayment. However, the RTA's debt financing capacity will be calculated on a more conservative basis, by evaluating all revenues and deducted total operating expenses for net revenues available for debt service.

### ***Debt service coverage ratio policy***

- a) The RTA further recognizes the importance of a conservative debt service coverage ratio, both to insure a conservative use of debt and to secure favorable financing costs.
- b) For planning purposes, the RTA's debt service coverage ratio policy will be set at an average coverage ratio of 2.0x for net revenues over annual debt service costs, not to fall below 1.3x in any single year. Prior to bond issuance, the RTA will establish the appropriate debt service coverage ratio to incorporate into its bond covenants.

### ***Uses of debt financing***

- a) Debt financing in the context of the ten-year construction program covers two distinct types of borrowing, the first related to long term debt financing, and the second related to short term debt financing.
- b) Short-term debt financing (with terms of ten years or less) is expected to be used primarily to bridge the gap between the necessary timing of expenditures and the anticipated receipt of revenues.
- c) The use of long term financing (with terms of more than ten years) is expected to be limited to capital and related costs for portions of the program that have a useful life in excess of the term of the debt. Long-term financing should be preserved for those aspects of the program for which other sources of funds are not likely to be available (e.g., due to timing or eligibility constraints) or for which a local match is required to access such source of funds.
- d) The RTA will reserve a portion of its legal debt financing capacity to provide a potential funding source by which to address unforeseen circumstances. This reserve is defined at five percent of the capital costs reflected in the ten-year construction program.



### ***Allocation of RTA debt capacity to subareas***

- a) The amount of long-term debt financing used to benefit each of the subareas will be based on each subarea's ability to repay debt after covering operating costs.
- b) While the above policy prescribes the use of debt financing within subarea budgets, the RTA Board will manage the agency's debt capacity on a consolidated basis.

### ***Debt management guidelines***

The RTA Board has established, and will maintain, specific guidelines for managing the authority's debt use.

## **Setting Priorities for Expenditures**

Based on the ten-year system plan, the RTA will develop a six year capital improvement budget, to be updated every two years as a step in the annual budgeting process and which will require adoption by a two-third favorable vote of the RTA Board. The RTA will establish guidelines for its budgeting process and criteria by which to establish priorities for expenditures.

## **Public Accountability**

To insure that the ten-year construction program development and implementation occurs within the framework and intent of these policies, the RTA will:

- a) Conduct an annual comprehensive performance audit through independent audit services;
- b) Appoint and maintain for the ten-year construction period a citizens' oversight committee, charged with an annual review of the RTA's performance audit and financial plan, for reporting and recommendations to the RTA Board.

## **Future Phases**

### ***Voter approval requirement***

The RTA Board recognizes its authority to fund *Sound Move*'s future operations, maintenance and debt service as well as any future phase capital program through a continuation of the local taxes initially authorized by the voters. However, in its commitment to public accountability, the RTA Board pledges that any second phase capital program which continues local taxes for financing will require approval by a vote of those citizens within the RTA District.

### ***Sales tax rate rollback***

Should voter approval for a future phase capital program not be forthcoming, the RTA Board will initiate two steps to roll back the rate of sales tax collected by the RTA.

- a) First, the RTA will first initiate an accelerated pay off schedule for any outstanding bonds. Second, the RTA will implement a tax rollback to a level necessary to pay the accelerated schedule for debt service on outstanding bonds, system operations and maintenance, fare integration, capital replacement, and agency cost.
- b) Once all debt is retired, the RTA will implement a tax rollback to a level necessary to pay for system operations and maintenance, fare integration, capital replacement and agency administration.

### ***Financial policies review***

These Financial Policies will apply to future capital programs. They will be reviewed for applicability prior to any submittal of a future capital program to the RTA District voters.

***This page intentionally left blank***

**APPENDIX E**

**BUDGET PROCESS**

***This page intentionally left blank***

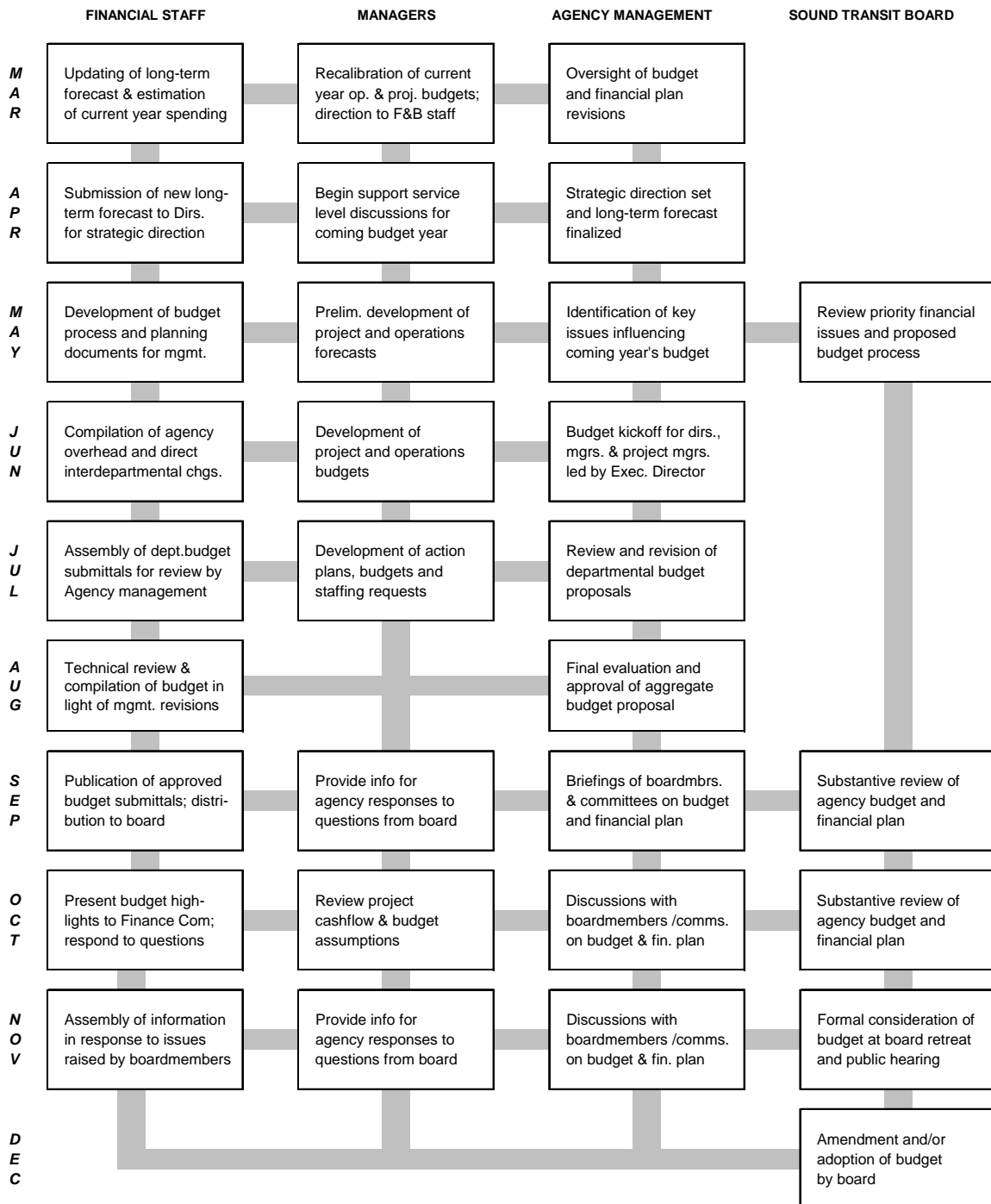
## **BUDGET PROCESS**

Sound Transit's budget process is structured to serve two purposes. Within the agency, development of the budget provides a forum for joint planning of objectives and tasks, with managerial and board review of programs. For the region's citizens and partner agencies, the budget reports on the status of projects and services, detailing the agency's proposed accomplishments and their costs for the coming year.

The internal process is a collaborative and iterative one, with the agency's senior management providing strategic direction and critical review, managers and project managers preparing resource proposals, and financial staff providing technical support for the process. Once the proposed budget and financial plan have been published, the Sound Transit Board and the public provide an external review of project and service proposals from a policy standpoint.

The 2008 budget process is procedurally identical to that of previous years, with preliminary planning beginning in March and with budget adoption on November 29th 2007. Major phases of this process are outlined on the next page.

# Sound Transit Budget Process Summary



■ = communications and information flows

## **APPENDIX F**

### **SOUND TRANSIT HISTORY**

***This page intentionally left blank***



## SOUND TRANSIT HISTORY

### Chronology of Regional Transit Planning in the Central Puget Sound Region

**February 1968:** Forward Thrust proposal (first ballot). Forward Thrust bond measure dedicated to financing a \$1.15 billion Seattle rapid rail and bus transit system fails to receive the required 60 percent supermajority vote.

**May 1970:** Forward Thrust proposal (second ballot). Bond measure to finance revised \$1.32 billion rail and bus system again fails.

**May 1972:** Metropolitan Area Transit Plan. Puget Sound Governmental Conference adopts an all-bus transit plan in response to the Forward Thrust votes, creating Metro Transit.

**March 1981:** Regional light rail feasibility study completed. A consultant study for the Puget Sound Council of Governments (PSCOG) assesses the potential use of light rail for heavily used transportation corridors, concluding that rail transit is feasible and warrants detailed evaluation.

**March 1982:** Regional rail evaluation begins. A 1981 study for the Puget Sound Council of Governments (PSCOG, subsequently renamed Puget Sound Regional Council, or PSRC) concludes that regional rail transit is feasible and warrants detailed evaluation. An extensive evaluation process begins in 1982.

**March 1987:** Regional Transportation Plan amended to include rail transit. Based on its analyses, PSCOG, the regional planning body, amends its federally required Regional Transportation Plan to incorporate recommendations for rail transit in the north, south and east transportation corridors.

**August 1987:** Commuter rail deemed feasible for serving South King County. Initial evaluation of using existing railroad tracks to provide commuter rail service in the Green River Valley of South King County concludes such service is feasible and should be analyzed further.

**September 1988:** King County Advisory Ballot on rail. King County voters approve (by a 2-to-1 margin) an advisory measure calling for accelerated planning to provide starter-rail service by the year 2000. Metro Council responds by voting to accelerate planning for high-capacity transit.

**January 1990:** Expert review panel created. A state-created independent expert review panel is appointed to review Metro's technical methods and planning assumptions in evaluating high-capacity transit alternatives—a first in transit system planning.

**April 1990:** High-Capacity Transit Act. Legislature establishes planning criteria, provides funding, and authorizes local-option taxes and implementation mechanisms for high-capacity transit. The Joint Regional Policy Committee (JRPC) is authorized by the legislation to oversee the planning process. Growth Management Act (GMA) is enacted, requiring consistency between land-use and transportation planning.

**August 1990:** JRPC is formed. An interlocal agreement among the Pierce, King and Snohomish county transit agencies forms the JRPC to coordinate regional transit planning.

**October 1990:** Vision 2020 links growth and transportation. PSCOG adopts a general regional policy for linking growth strategies and transportation planning.

**Spring 1991:** Regional Transit Authority (RTA) project. High-capacity transit planning is expanded to include preparing a regional transit system plan as a basis for a financial proposal to put before the voters.

**March 1992:** RTA is required. The state Legislature calls for creation of a three-county RTA. Sound Transit is to be formed once participating counties adopt a regional transit system plan.

**October 1992:** Draft Regional Transit Administration System plan/Draft Environmental Impact Statement issued (DEIS). A draft transit system plan and accompanying DEIS are issued for public review and comment.

**February 1993:** Final EIS issued on regional transit options.

**April 1993:** Final EIS is approved. Following a two-month comment and appeal period, hearing examiner gives final approval to the environmental impact statement, dismissing two challenges.

**May 1993:** JRPC adopts Regional Transit System Plan. The JRPC concludes its work by adopting a \$13.2 billion transit system plan for the region and recommending formation of a Regional Transit Authority.

**July 1993:** Three county councils “opt in” to Sound Transit. Snohomish, Pierce, and King County Councils vote to be part of the Regional Transit Plan and create the Regional Transit Authority to implement the plan.

**September 1993:** Sound Transit is formed. The Central Puget Sound Regional Transit Authority holds its first meeting and begins developing a regional transit system and financing package to submit to voters based on the JRPC-recommended system plan.

**October 1994:** Sound Transit adopts Regional Transit Master Plan and Phase 1 ballot proposal. Based on the JRPC-recommended system plan, Sound Transit adopts a transit Master Plan for the region, and a \$6.7 billion Phase 1 rail and bus transit proposal to take to the ballot.

**December 1994:** County councils vote to send Sound Transit Phase 1 to the ballot. Following a mandated 45-day review period, the Pierce, King, and Snohomish County Councils vote to continue Sound Transit participation and submit Phase 1 to voters.

**March 1995:** The public vote: Phase 1 transit system proposal fails. Regional voters turn down the Phase 1 proposal (46.5 percent: yes; 53.5 percent: no).

**October 1995:** Sound Transit forms advisory panel, targets ballot as early as September 1996. Sound Transit Board calls for formation of a regional advisory panel of civic leaders to help craft a new Phase 1 proposal, and sets a timetable to bring the new proposal before the region’s voters as early as September 1996.

**November 1995:** Sound Transit adopts guiding principles, state Legislative program for new proposal. The Sound Transit Board adopts a set of nine guiding principles clearly defining parameters for developing a new Phase 1 proposal. At the same time, the board agrees to propose legislative changes to clarify and improve its flexibility to address a broader range of transportation needs.

**May 1996:** Sound Transit Board adopts *Sound Move*, the 10-year Regional Transit System Plan. The board passes Resolution 73 adopting a 10-year regional transit proposal and related appendices along with The Regional Transit Long-Range Vision.

**August 1996:** Sound Transit sets November 5, 1996, as date for *Sound Move* ballot proposal. The board passes Resolution 75, calling for a November 5 election to implement *Sound Move* by increasing local taxes to fund the local share of the plan cost.

**November 1996:** The region’s voters approve *Sound Move* by 58 to 42 percent. The *Sound Move* transit plan is approved districtwide and wins a majority in the portions of each of the three counties within the Sound Transit District. The vote authorizes a local 0.4% sales tax and 0.3% MVET to finance construction and operation of the regional transit system.

**April 1997:** Collection of tax revenues begins for *Sound Move*. The state Department of Revenue and Department of Licensing begin collection of the taxes authorized by voters within the RTA District to finance *Sound Move*.

**August 1997:** “Sound Transit” chosen as popular name for RTA and its services. The RTA Board adopts “Sound Transit” as the popular name for the RTA, and approves the names of “Link” for light rail services, “Sounder” for regional commuter rail service, and “Regional Express” for regional bus services.

**September 1997:** Sound Transit breaks ground, inaugurates bus service. RTA Sound Transit launches its first transit improvements, partnering with Community Transit to accelerate construction of the new Ash Way Park-and-Ride Lot near Lynnwood, and with Pierce Transit to add 15 daily trips to the highly successful Seattle Express bus routes between Lakewood, Tacoma and Seattle.

**February 1998:** Negotiations are authorized for the purchase of Regional Express’ first vehicle fleet. The Sound Transit Board authorizes negotiations for the purchase of the first Sound Transit vehicles—up to 175 buses for Regional Express service.

**March 1998:** Sounder commuter rail stations between Tacoma and Seattle identified. Sound Transit Board identifies eight of nine commuter rail stations for Sounder service between Tacoma and Seattle. Selection of a station site in Kent is delayed to allow the city to pursue funding for a parking garage as part of site selection.

**June 1998:** Seattle’s Union Station to become permanent Sound Transit headquarters. After a six-month process, Sound Transit’s Finance Committee, with board authorization, selected Seattle’s historic Union Station as the site for its permanent corporate headquarters. The agency is to fund building restoration by current owners, and, when completed, will purchase the building for one dollar. Agency relocation is scheduled for the fall of 1999.

**July 1998:** Routes for Tacoma Link light rail identified. The Sound Transit Board selects alternative routes for analysis in the Draft Environmental Impact Statement for the Tacoma Link light rail line, three route alternatives for the east/west segment, and two alternatives for the north/south segment.

**August 1999:** First groundbreaking ceremonies held for Sounder commuter rail stations. Ceremonies are held in Auburn and at Seattle’s King Street Station to break ground and begin construction of the first Sounder commuter rail stations.

PugetPass, the first regional transit pass, makes its debut. The region’s five transit agencies introduce the PugetPass, the first regional transit pass that will be honored by all of the region’s transit agencies.

**September 1999:** ST Express begins new era of regional bus service. The first nine of 18 planned new ST Express bus routes offering limited-stop express service begin regularly scheduled service.

**October 1999:** Tacoma Link light rail vehicles are purchased. The purchase of three new light rail cars from Inekon Group is authorized for Tacoma Link service, with vehicle delivery slated for October 2001.

**November 1999:** Washington state voters approve Initiative 695. The state’s voters overwhelmingly approve I-695, repealing the state’s motor vehicle excise tax based on the value of the vehicle and replacing it with a flat \$30 annual fee. Sound Transit’s voter-approved local MVET is not directly affected, but the initiative’s impacts call into question some financial partnerships for Sound Transit with the state and with local transit agencies.

Sound Transit Board unanimously adopts final route for Central Link light rail. By a unanimous 18 to 0 vote, the Sound Transit Board approves route and station locations for the Central Link light rail system to serve Seattle, Tukwila, and SeaTac. In addition to selecting the 21-mile route from Seattle’s University District to a terminus south of Sea-Tac Airport, the board committed to pursue federal and state funding to continue the line an additional three miles north to the

Northgate Transit Center. The board also voted to analyze a new route option suggested by the City of Tukwila.

**December 1999:** Sounder's first commuter train makes its debut. The first demonstration run of Sounder's first train whisks nearly 400 dignitaries, media and invited guests between Tacoma and Seattle smoothly and quietly at speeds of up to 70 mph. The 40-mile trip is made in 42 minutes.

**September 2000:** Sounder commuter rail begins serving the public with trains between Tacoma and Seattle. Sounder inaugurates its first service for the public with two trains each direction between Tacoma and Seattle daily, carrying more than 1,100 passengers on its first day in service.

ST Express adds three more routes to its service. Sound Transit's ST Express bus service expands to 13 total routes in operation, adding two routes between Redmond and Seattle and a third route providing direct service between Bellevue and Sea-Tac International Airport.

**June 2001:** The Sound Transit Board directs staff to study an initial light rail segment. The initial Central Link segment could run from downtown Seattle to perhaps as far south as South 200th Street in SeaTac. By early fall, the board will likely decide about building the initial segment.

**July 2001:** Notice to Proceed is issued for Tacoma Link construction. Construction of Tacoma Link begins.

**November 2001:** Sound Transit Board officially agrees to start light rail initial segment. On Nov. 29, the Sound Transit Board officially agreed to the construction of a 14-mile light rail initial segment from downtown Seattle to nearly the Seattle-Tacoma International Airport. Construction is scheduled to begin in 2002 and be completed in 2009.

**May 2002:** The Sound Transit Board unanimously approved an agreement with the City of Seattle to establish, oversee, and fund the city's portion of the \$50 million Community Development Fund for Southeast Seattle.

**June 2002:** Sound Transit, King County, and the City of Seattle approved an agreement that defines the terms and conditions for the joint operation of trains and buses in the Downtown Seattle Transit Tunnel.

**July 2002:** Sound Transit submitted an application to the Federal Transit Administration for a \$500 million Federal Full Funding Grant Agreement for the construction of Central Link's initial segment.

Sounder commuter rail carries its one-millionth passenger. The commuter rail service reached this major ridership milestone after being in service less than two years.

**August 2002:** Sound Transit began running special Sunday train service to afternoon football games at Seahawk Stadium. The service became so popular that a second train was added to help carry more passengers.

**September 2002:** Sound Transit added two bus routes to the ST Express regional bus system, completing the system's full complement of 19 express routes.

On the Sounder commuter train service's two-year anniversary month, the commuter rail expanded its schedule by adding a third train. The new schedule includes a middle morning train, and an earlier afternoon train.

**January 2003:** Sound Transit and the Port of Seattle announced that they had reached an agreement in principle on how Central Link light rail would connect to the Seattle-Tacoma International Airport. The agreement identifies a shared conceptual vision for a light rail station next to the airport's existing terminal and parking garage, integrated within the Port's updated plans for expanding the airport.

**February 2003:** The Central Link light rail project was one of the only two projects that received the "highly recommended" rating from the Federal Trade Administration. This gives the project

the highest possible rating under the agency's process for prioritizing applicants for New Starts funding.

**March 2003:** The Regional Accessibility Transit Guide was the first comprehensive guide to accessible transit, paratransit and Medicaid transportation information for the three-county Central Puget Sound Region. Sound Transit took the lead in assembling the guide with the help of its partner agencies.

**April 2003:** Sound Transit Board approves participation in Smart Card. Sound Transit joins other transit agencies throughout Central Puget Sound in developing the regional Smart Card technology. Once it's up and operating, the Smart Card will make it easier and more convenient for transit customers to get around.

Ash Way and Lynnwood projects begin groundbreaking. Sound Transit celebrates the groundbreaking of two major transportation improvement projects in Snohomish County. The Ash Way Direct Access ramp will provide transit-only direct access ramps from the Ash Way Park-and-Ride at 164th Street to I-5. The Lynnwood Direct Access ramp connects the Lynnwood Park-and-Ride to I-5.

**May 2003:** BNSF and Sound Transit announced a term sheet agreement in principle to extend Sounder commuter rail to Everett and Lakewood.

**June 2003:** Bellevue Direct HOV Access groundbreaking. Sound Transit celebrates the groundbreaking of the Bellevue HOV Direct Access Project. This is the third phase of the project to improve transit access into and through downtown Bellevue. This phase reconstructs the NE 4th Street interchange and builds a new interchange at NE 6th that will connect to the new Bellevue Transit Center and will allow buses and car/vanpools direct access to the HOV lanes on I-405.

**July 2003:** The Federal Transit Administration officially recommends Sound Transit receive its \$500 million federal grant to build the Link light rail initial segment.

Federal Inspector General report recommends Sound Transit. The Transportation Department's Inspector General sends its report to Congress with the assurance that the Link project has turned around the last two years and is ready to receive its federal funding.

**August 2003:** Tacoma Link begins service. The 1.6-mile Tacoma Link light rail line begins carrying passengers. The Tacoma Link line is the first modern light rail system in the state and is built on time and under budget.

**September 2003:** The Sounder Tacoma Dome Station platform and concourse opens. The platform and concourse leading to it are located at Freighthouse Square on East 25th Street, across from the Tacoma Dome Station parking garages. The concourse includes rider information and access to Freighthouse Square shops and restaurants.

ST Express regional bus service changes include the extension of ST Express Route 554's weekday service to the new interim Issaquah Highlands Park-and-Ride lot. Other highlights include: a new peak-hour Route 564 that operates between Auburn and Bellevue that serves Kent and Renton; better service on the Route 560 from Bellevue to Sea-Tac International Airport; and the elimination of some low ridership routes and the improvement of other popular routes in Snohomish County.

**October 2003:** The Federal Transit Administration officially signs a \$500 million Federal Full Funding Grant Agreement for construction of the Central Link initial segment.

Sound Transit officially signs two contracts with Kiewit Pacific Company for a combined total of about \$94 million to build the Link operations and maintenance base and begin construction of the initial segment line on the E-3 Busway and Forest Street in the SODO District.

The State Supreme Court says that I-776, the Motor Vehicle Excise Tax initiative, is constitutional, overturning a lower court ruling.

**November 2003:** Dignitaries and leaders from throughout the region, including U.S. Senator Patty Murray, celebrate the groundbreaking for the construction of the Central Link light rail initial segment.

**December 2003:** Sounder trains begin regular commuter service between Everett, Edmonds, and Seattle on December 21. The service starts with one train in the morning and one in the evening.

The Sound Transit Board unanimously elects John Ladenburg as board chair for a two-year term. The board's new vice chairs are Seattle Mayor Greg Nickels and Everett Councilmember Mark Olson. Ladenburg replaces Ron Sims, who remains on the board.

The NE 4th Street Bridge, which is part of the Bellevue Direct Access Project, opens six months early. The project will help improve transit access and traffic flow along the I-405 corridor in Bellevue.

**January 2004:** New board members join Sound Transit. The five board members joining Sound Transit are: Fred Butler, Issaquah Deputy Council President; Connie Marshall, Mayor of Bellevue; Larry Phillips, chair of the King County Council; Aaron Reardon, Snohomish County Executive; and Pete von Reichbauer, vice chair of the King County Council. An additional board member from Snohomish County will be named in the future.

**February 2004:** Contract awarded for MLK construction. The Sound Transit Board approves a contract to begin building light rail in the Rainier Valley between McClellan Street and the Boeing Access Road. The joint venture firm of RCI-Herzog is awarded the contract for \$128.3 million, with a 12 percent contingency of \$15.3 million.

**April 2004:** Jack Start, a Mill Creek Councilmember, is appointed as a Snohomish County representative to the Sound Transit Board.

After just eight months of service, the Tacoma Link light rail line passes the half-million ridership mark. Weekday boardings average 2,320, which exceeds ridership projections made for the year 2010.

**May 2004:** The board directs staff to complete the final Supplemental Environmental Impact Statement for the preferred North Link route and stations. The preferred route stretches north of the Downtown Seattle Transit Tunnel to serve First Hill and Capitol Hill before crossing under Portage Bay near the Montlake Bridge and continuing beneath the eastern edge of the University of Washington's main campus to a station under Brooklyn Avenue at NE 43rd Street. The line will continue north to a station in the Roosevelt neighborhood near NE 65th Street, following either Eighth Avenue Northeast or 12th Avenue Northeast and to a northern terminus station at Northgate.

Sound Transit CEO Joni Earl announces a major agency re-organization that includes a new Transportation Services Department, which combines operations and maintenance and service planning staff from the Tacoma Link, Sounder and Regional Express departments. A new Capital Projects Department consolidates Sounder and Regional Express capital projects and a new Project Delivery Support Services Department consolidates real estate, contracts, diversity, agencywide project control and quality assurance/quality control. The Communications Department moves into the executive department and is re-named the Office of Corporate and Strategic Communications.

**July 2004:** Light rail construction begins on Martin Luther King Jr. Way South in the Rainier Valley. The first construction activity includes underground utility work, clearing of trees and shrubs to facilitate a wider roadway and demolition of buildings acquired by Sound Transit. The contractor for the Rainier Valley work, RCI-Herzog, is a joint venture firm based in Auburn.

The Sound Transit Board begins giving staff input on the agency's long-range vision and ST2 planning effort. Sound Transit begins to plan an extension of the mass transit system it is currently building and asks the region to help imagine what that system might look like.

**August 2004:** The first of 22 hybrid electric/diesel buses arrive and is assigned to Route 550. The hybrid buses, which are similar in concept to the hybrid Toyota and Honda cars, run cleaner and quieter than standard diesel buses. They also cut fuel consumption and will be used in downtown Seattle tunnel routes.

First year ridership on the Tacoma Link service completely shatters all expectations by carrying 750,000 passengers. The on-time performance for the first year is more than 98 percent and the trains crossed through intersections on the route over 800,000 times with no reported injuries.

**September 2004:** Sounder ridership is so strong a seventh car is added to the current six on the northbound Sounder train that leaves Tacoma at 6:45 a.m. and the southbound train that departs King Street Station at 4:45 p.m.

Sound Transit celebrates five years of successful bus and train service with a special week of events. The week includes thanking customers at stations throughout the region, an appreciation lunch for staff and current and past Boardmembers, and a "Wave Fest" celebration at Union Station for Sound Transit, its partners, and the general public.

**October 2004:** Full-fare PugetPass, FlexPass, and U-Pass cards begin being accepted on select Amtrak trains running between Everett and Seattle. Amtrak tickets also begin being accepted on Sounder commuter trains traveling between Everett, Edmonds and Seattle.

**November 2004:** The first HOV access lanes in the state open in Lynnwood. The lanes connect the Lynnwood Transit Center directly to I-5, saving time for express bus commuters. The project is completed six months ahead of schedule and under budget, saving a total of up to \$5 million.

**December 2004:** After just a little more than a year of service, the Tacoma Link light rail line carries its one millionth passenger. From the first day of service, Tacoma Link ridership has surpassed all expectations.

The Bellevue Direct Access Project is completed, providing direct access ramps that take buses and carpools directly from I-405 to the Bellevue Transit Center. The cooperative project is the Eastside's single largest transportation improvement project and is completed a year ahead of schedule and about \$25 million under the baseline budget.

Sound Transit, the Port of Seattle and the City of SeaTac announce two agreements that lay the groundwork for the extension of light rail to Sea-Tac Airport by the end of 2009. The new light rail Airport Station will include a pedestrian connection directly to the airport's ticket counters.

**January 2005:** The Sound Transit Board approves building a Link light rail station to serve Safeco Field, Qwest Field, and the north SODO area. The "Stadium" station, which will cost up to \$3.7 million, will not increase the initial segment budget.

The Sound Transit Board unanimously picks 12th Avenue as the preferred Roosevelt route and station location for the North Link light rail project. The Roosevelt community supports the 12th Avenue route, which fits into the community's plans for urban development and growth. The route's centralized station location is also easily accessible to Roosevelt's core business community.

**February 2005:** The Expert Review Panel, which reviews Sound Transit's planning for ST-2, meets for the first time. The eight-member panel examines key methodologies to make sure that the assumptions and the analytical methods used in the agency's plans are adequate, appropriate, and reasonable.

The low bid for the last major construction contract for building the initial segment comes in at \$24.7 million, or about 10 percent below the cost that Sound Transit's engineers estimated. The combined bids for the entire initial segment construction are six percent under estimates.

Thirteen new long-haul buses are welcomed into the ST Express regional fleet. The quiet, smooth-riding coaches are specifically designed for long-haul express service and include individual reclining seats, air conditioning, footrests, overhead racks, and reading lamps.

Sound Transit's bond rating for its bonds from Moody's is upgraded from A1 to AA3. The agency also receives a strong AA-/AA3 rating on its future Sales Tax bonds. The high rating is expected to translate into lower borrowing costs and savings to taxpayers.

The agency's first ever ridership survey shows that passengers are very satisfied with Sound Transit service. Riders give the agency high marks across the board for ST Express bus, Tacoma Link light rail and Sounder commuter rail service.

**March 2005:** The Sound Transit Board votes unanimously to issue \$423 million in bonds to continue construction of Sound Transit projects throughout the region. The 25-year bonds are issued at an overall rate of 4.6 percent.

**April 2005:** Construction kicks off in Bellevue on the Eastgate access ramp and flyer stops. The work includes a new transit-only access ramp from Interstate 90 to King County Metro's expanded Eastgate Park-and-Ride. New flyer bus stops on the ramps will save travel time for selected routes and provide additional routing options for both Metro and Sound Transit service.

**April 2005:** A big loss for Sound Transit and the region is felt with the death of Sound Transit Boardmember Jack Start. He joined the Sound Transit Board from Snohomish County in 2004 and quickly became active and engaged on a variety of issues. He also served on the Sound Transit Board Finance Committee and the Performance Audit Committee.

**May 2005:** Richard Marin of Edmonds fills the Sound Transit board opening left with the death of Boardmember Jack Start. Boardmember Marin is President of the Edmonds City Council, is Vice Chair of the Community Transit Board and chairs the City of Edmonds' Highway 99 Task Force. He is appointed to the Sound Transit Finance Committee.

**May 2005:** Construction begins on the Tukwila segment of the light rail line. Construction is now under way on all 14 miles of the Central Link line.

**June 2005:** A second Sounder round-trip commuter train begins running between Everett, Edmonds and Seattle. The new train leaves Everett Station at 6:10 a.m., a half hour earlier than the other Sounder train. The train leaves Seattle at 4:33 p.m. in the afternoon.

**June 2005:** Sound Transit issues the Final Supplemental Environmental Impact Statement (SEIS) for updating its Long-Range Plan. The document examines the effect an expected 1.2 million more people living here in the next 25 years will have on the region's transportation systems.

**June 2005:** For the eighth consecutive year, independent auditors give Sound Transit a clean, unqualified report on the agency's financial health. The 2004 annual financial audit is conducted by KPMG LLP. In addition, an annual subarea audit report also conducted by KPMG, finds no major issues with Sound Transit's adherence to subarea equity.

**July 2005:** Boardmember Kevin Phelps, chair of the Sound Transit Finance Committee, resigns from the Board. A Tacoma City Councilmember, Mr. Phelps joined the Board in 2000. He was a key architect in the creation of the agency's Performance Audit Committee.

**July 2005:** The Sound Transit Board approves plans to extend Central Link light rail to Sea-Tac International Airport. The airport station will be adjacent to the fourth level of the existing airport parking garage, with an elevated walkway to International Boulevard and a pedestrian walkway



to the airport's ticket counters. The connection is scheduled to be completed in time for the 2010 Winter Olympics in Vancouver, B.C.

**July 2005:** Sound Transit breaks ground on the Totem Lake Freeway Station, HOV access ramps and overpass on Interstate 405. The project includes a new I-405 overpass connecting N.E. 128th Street and direct access to/from the north and southbound HOV lanes on I-405.

**July 2005:** The Sound Transit Board unanimously approves an amended Long Range Plan, setting the stage for determining the next round of service and construction projects for the regional agency. The Long Range Plan gives the agency the 'big picture' of what transit should look like by the year 2030 and helps the Board shape Sound Transit 2.

**August 2005:** Construction crews lay the first rails for the new Link light rail system in Seattle's SODO area between Holgate and South Lander street. The first rails, four 1,200-foot-long ribbons, weigh approximately 23 tons each.

**August 2005:** The Sound Transit Board and staff welcomes Julie Anderson to the Board. Ms. Anderson is a Tacoma City Councilmember who is completing the term of Boardmember Kevin Phelps, who resigned in July, 2005. Ms. Anderson was elected to the Tacoma City Council in 2003, following more than 15 years of community service and advocacy in the Tacoma area.

**August 2005:** The first Link light rail station art was installed at the future SODO light rail station on South Lander Street, just south of downtown Seattle. The artwork, "Made in USA" by Michael Davis, honors SODO's industrial roots with a huge steel arch that includes a carpenter's pencil, square and level.

**September 2005:** A fourth Sounder train begins round-trip service between Tacoma and Seattle. The new train departs Tacoma Dome Station every weekday morning at 7:10 a.m. and leaves King Street Station at 4:20 p.m.

**September 2005:** The downtown transit tunnel closes for up to two years for retrofitting to handle both light rail trains and buses. During the closure, buses that normally use the tunnel are re-routed to downtown Seattle surface streets.

**September 2005:** Sound Transit celebrates the construction kick-off of the \$7.7 million Sammamish Park-and-Ride and Transit Center. The transit center includes 275 parking stalls, bus shelters, art and special "rain garden" landscaping to help protect the environment.

**September 2005:** Sound Transit opens the Ash Way HOV access ramp. The transit-only access lane allows Sound Transit and Community Transit buses to skip the surface streets and the general purpose lanes and roll right from the Ash Way Park-and-Ride to the HOV lanes heading south to Lynnwood and Seattle.

**November 2005:** The University Link segment of the light rail project earns the Federal Transit Administration's highest rating. This is the first step towards receiving a federal New Starts grant for the project. The University Link segment runs from Westlake Center in downtown Seattle to the University of Washington.

**January 2006:** Sound Transit launches the huge machine that is drilling the nearly mile-long twin tunnels through Beacon Hill. The tunnels will tie into the Beacon Hill underground station, which is under construction 160 feet below the surface of Beacon Hill.

**January 2006:** Kirkland City Councilmember Mary-Alyce Burleigh and King County Councilmember Dow Constantine join the Sound Transit Board. Boardmember Burleigh has served on the Kirkland City Council since January 2002, including two years as Kirkland Mayor. Boardmember Constantine has been on the King County Council since January 2002.

**February 2006:** New ST Express Route 577, which runs between Federal Way and downtown Seattle, begins service from the new Federal Way Transit Center.

**February 2006:** The new Federal Way Transit Center and HOV access ramps open. Besides adding about 1,200 stalls of parking, the new center includes large customer waiting areas, enhanced security and public art.

**February 2006:** The Issaquah Highlands Park-and-Ride, which includes a parking structure with 1,000 stalls of parking, opens.

**March 2006:** The South Sammamish Park-and-Ride opens for buses and riders, adding 165 park-and-ride spaces in East King County.

**April 2006:** The Sound Transit Board approves an agreement outlining the terms and conditions for development of the Airport Link project on Port of Seattle property at the airport. The Port of Seattle Commission also approved the agreement. Sound Transit has secured all of the necessary land use permits and construction on the 1.7-mile airport extension.

**April 2006:** The Sound Transit Board approves a plan for extending Link light rail from downtown Seattle to the University of Washington. The 3.1-mile University Link extension will connect the three largest urban centers in the region: downtown Seattle, Capitol Hill and the University District and by itself will add 70,000 riders a day to the Link line.

**May 2006:** For the ninth consecutive year, independent auditors give Sound Transit a clean, unqualified report on the agency's financial statements. The 2005 annual financial audit, conducted by KPMG LLP, finds no reportable conditions or material weaknesses involving internal control, and no instances of non-compliance required to be reported under Government Auditing Standards.

**June 2006:** Stadium Station and SODO Station are the first two Link light rail passenger stations to be substantially completed out of the 13 along the 15.6 miles between Downtown Seattle and Sea-Tac Airport. SODO Station is located along the Metro Busway just north of Lander Street. Stadium Station is also located along the Metro Busway south of Royal Brougham Way.

**June 2006:** The Federal Transit Administration issued the Record of Decision (ROD) for North Link, which will run from downtown Seattle to Northgate. The ROD acknowledges the completion of the environmental process for North Link. It also allows Sound Transit to begin moving forward with acquiring land.

**June 2006:** Sound Transit and its partners – the City of Issaquah and King County Metro Transit – break ground on the new Issaquah Transit Center and parking garage. The new garage will more than double the amount of parking spaces at the site, to over 800 stalls, and the transit center will expand from one bus bay to six.

**June 2006:** Sounder carries its 5 millionth rider since service began in September, 2000.

**July 2006:** Deputy CEO Vernon Stoner resigns from Sound Transit after more than five years. He leaves to take the position of Regional Administrator - Region 3 - for the Washington State Department of Labor and Industries in Olympia.

**July 2006:** The Sound Transit Board releases three sample investment options for comment and consideration by the public, transit partners and jurisdictions throughout in the region. The three options highlight the potential expansions available using sales tax investments of 3 cents, 4 cents and 5 cents on a \$10 purchase. All three investment options include light rail extensions to the north, south and east from the initial segment currently under construction from downtown Seattle to SeaTac. The Board also identifies light rail as its preferred mode for providing high capacity transit across Lake Washington on I-90 to the Eastside.

**Sep 2006:** Ground is broken on the South Everett Freeway Station project. This is the first park-and-ride facility in the state that is located in a freeway median. The new freeway station is being built in the I-5 median, between the north and southbound lanes.

**Sep 2006:** Sound Transit and the Port of Seattle break ground on a project to bring Link light rail and significant roadway improvements to Sea-Tac Airport. The roadway construction project will make it easier to get to and from the airport and prepares the way for the light rail connection from downtown Seattle to Sea-Tac Airport.

**Oct 2006:** Sound Transit breaks ground on the Totem Lake Transit Center in Kirkland. Construction is expected to last about 18 months.

**Oct 2006:** Sound Transit dedicates the new Eastgate Access Ramps at 142nd Avenue SE and I-90 in Bellevue. The ramps provide a more direct connection to the Eastgate Park-and-Ride for buses, carpools and vanpools traveling the I-90 corridor.

**Nov 2006:** The first Link light rail train is shipped to the Port of Everett in three pieces, which are trucked to the Sound Transit Operations & Maintenance base for reassembly and then testing. The Link cars are built in Osaka Japan by Kinkisharyo/Mitsui.

**Nov 2006:** Sound Transit officially observes its first decade of existence. Created by voters in 1996, Sound Transit now carries more than 10 million passengers a year in its buses and trains and is making improvements to increase mobility throughout Central Puget Sound.

**Dec 2006:** U.S. Transportation Secretary Mary Peters and Senator Patty Murray announce that the Federal Transit Administration has authorized Sound Transit to enter final design for the University Link light rail extension. Advancing final design enables Sound Transit to begin negotiations with the FTA to secure a \$750 million grant.

**Dec 2006:** Sound Transit unveils its first Link light rail vehicle, the first of 35 light rail vehicles arriving in Central Puget Sound for final assembly, testing and then service.

**Dec. 2006:** The Washington State Supreme Court rules that Sound Transit can continue collecting its 0.3 percent motor vehicle excise tax until the agency's 30-year bonds are retired in 2028. Although the MVET tax was cancelled by voters following passage of I-776 in 2002, Sound Transit had already issued the bonds in 1999.

**Jan 2007:** The Sound Transit Board adopts a Sound Transit 2 Draft Package that would expand light rail north from the University of Washington into Snohomish County, south from Sea-Tac International Airport into Pierce County, and east across Lake Washington. Besides expanding light rail, the draft package would add parking and other enhancements at Sounder commuter rail and ST Express bus facilities, build a new streetcar in downtown Seattle connecting the International District, First Hill and Capitol Hill areas and fund studies of additional future high capacity extensions on SR 520 and I-90.

**Jan 2007:** A recently released 2005 independent State Audit gives Sound Transit a clean bill of health with no findings or management letter items. The yearly state audits address Sound Transit's accountability for public resources, including purchases of goods and services, accounts receivable, payroll, cash receipting and travel. The most recent audit shows the agency complied with state laws and regulations and its own policies and procedures in the areas examined by the State Auditor.

**Jan 2007:** The Citizen Oversight Panel's 2006 Year End Report notes that 2006 was a good year for the agency and that it made substantive progress in its capital and operating programs. The COP was encouraged with efforts the agency made on Sound Transit 2, particularly regarding the principle of subarea equity and the way that subareas are working together. The COP also

expressed some concern with the loss of key people in critical functions at the agency in 2006, notably in project controls.

**Jan 2007:** The Sound Transit Board names the first members of a new Diversity Oversight Committee. The committee will provide independent oversight of diversity issues facing the agency, including opportunities available to minorities and women, compliance with workforce goals, review of existing plans and programs and issues affecting successful participation on Sound Transit construction projects.

**Feb 2007:** A construction worker dies in a tragic accident while working on the Beacon Hill light rail tunnel. The accident involves a supply train carrying construction materials into and out of the light rail tunnel. The tunnel contractor, Obayashi Corporation, immediately stops all work and the accident investigation begins. Later, the Sound Transit Board unanimously agrees to place a plaque at the Beacon Hill Tunnel acknowledging the worker.

**Feb 2007:** The final 2006 ridership numbers show that ridership was up on all Sound Transit services and together the agency's trains and buses carried 12.2 million riders in 2006 – the highest year ever. ST Express bus ridership increased 9 percent from 2005, Sounder commuter train ridership was up 34 percent and Tacoma Link light rail increased 1 percent for the year. ST Express buses carried 9.6 million passengers in 2006, Sounder 1.6 million and Tacoma Link 885,000.

**Mar 2007:** An open house is held for the new Link light rail Operations & Maintenance Facility. The event includes tours of a new light rail vehicle and the state-of-the-art maintenance area.

**Mar 2007:** Sound Transit teams up with the City of Lakewood to break ground on the new Lakewood Station. The station will provide new Sounder commuter rail and ST Express bus services in Pierce County.

**April 2007:** Sound Transit celebrates the start of construction on the first stage of the I-90 Two Way Transit & HOV project, which will improve travel between Seattle and King County's Eastside.

**May 2007:** The Link light rail tunnel boring machine breaks through the east side of Beacon Hill, completing the first half of the Beacon Hill tunnel. Obayashi Corporation launched the tunnel boring machine in January, 2006.

**May 2007:** The Sound Transit Board unanimously adopts the Sound Transit 2 plan, which is the transit piece of the Roads & Transit package going to voters in November, 2007. Sound Transit 2 would extend light rail another 50 miles, including to new destinations on the Eastside, Pierce and Snohomish counties. It also would enhance Sounder commuter rail and ST Express regional bus service, add approximately 11,000 park-and-ride stalls to the region and build a streetcar in Downtown Seattle connecting the International District, First Hill and Capitol Hill areas.

**May 2007:** Sound Transit opens the Canyon Park Freeway Station project, which includes a new pedestrian bridge over I-405 that connects the station to the Canyon Park Park-and-Ride lot. The project also includes widening the on-ramp and converting an HOV lane into a bus-only lane. The project was built on time and on budget.

**May 2007:** Construction begins on the Redmond Way Improvement Project, which will improve the speed and reliability of transit along Redmond Way from 132nd Ave NE to 140th Ave NE.

**June 2007:** Sound Transit and the University of Washington reach a formal agreement to extend light rail to the UW campus and surrounding area. University Link will run 3.15 miles underground from downtown Seattle to the University of Washington with stations at Capitol Hill and the UW. The underground University of Washington Station will be near Husky Stadium and

the UW Medical Center and will have at least two public entrances, with at least one located north of Northeast Pacific Place and the Burke Gillman Trail.

**July 2007:** The Sound Transit Board unanimously agreed to call an election to approve local taxes to implement the Sound Transit 2 Plan for Pierce, King and Snohomish counties. Sound Transit 2 will join the Roads & Transit package of comprehensive transit and road improvements on the Nov. 6 ballot. The Board also confirmed the Sound Transit 2 boundaries for the election.

**July 2007:** Lifetime ridership on Sounder commuter rail service passed the seven million mark. Sounder began running in September 2000 with two round trips every weekday between Tacoma and Seattle. As of July 31, Sound Transit is running four round trips between Tacoma and Seattle and two round trips from Everett-to-Seattle.

**August 2007:** Sound Transit and King County Metro teamed up to host an American Public Transportation Association national workshop on Sustainability and Public Transportation. The workshop attracted transit leaders from across the country.

**Aug 2007:** Construction on the Mukilteo Sounder station is underway. The first phase of the station includes a passenger platform with temporary shelters on the north side of the tracks. A new parking area will have enough space for 68 vehicles. The first phase is expected to be completed in the spring of 2008.

**Sept 2007:** Sound Transit adds a third weekday Sounder round-trip between Everett and Seattle in the north line. In the south line, between Tacoma and Seattle, two more round-trips are added, one of those a “reverse commute” train that starts in Seattle’s King Street Station in the morning and runs south to Tacoma.

**Sept 2007:** After two years, Sound Transit and Metro buses resume running in the Downtown Seattle Transit Tunnel. The tunnel was closed to be retrofitted to handle both buses and Link light rail trains. Link trains will join the buses in the tunnel starting in 2009, when the light rail line from downtown Seattle to Sea-Tac Airport opens.

**Sept 2007:** Sound Transit and the Seattle Public Schools team up for a Small Business Development Program that provides free classes to help small businesses compete and participate in government contracts and construction projects, including those at Sound Transit and Seattle Public Schools.

**Sept 2007:** The Sound Transit Board unanimously approves University Link’s capital Baseline Cost Estimate of \$1.61 billion and establishes a schedule that shows the project completed in late September 2016. Construction of the 3.15-mile University Link segment is scheduled to begin in 2008.

**Oct 2007:** The state’s performance audit of the Link light rail construction project points out some areas in need of improvement and recognizes the strides the agency made since its start-up in 1996.

**Oct 2007:** Paul Roberts, a councilmember from the City of Everett, joins the Sound Transit Board. Mr. Roberts is director of public works for the City of Marysville and fills the term of Mark Olson, who resigned from the Sound Transit Board.

**Nov 2007:** Voters in the Sound Transit District defeat Proposition 1, also known as the Roads & Transit plan. The plan would have added 50 miles of new light rail and made improvements to major roadways throughout the region. The measure is defeated 56 percent to 44 percent.

**Nov 2007:** The Totem Lake Freeway Station in Kirkland opens, giving transit and HOV users direct access to and from I-405.

**Nov 2007:** The Sound Transit Board approves the agency's 2008 annual budget, which includes about \$820 million in capital and operations to build and run the regional system.

**Dec 2007:** Seattle Mayor Greg Nickels, who is an original Sound Transit Boardmember, becomes the agency's new Board Chair. Mayor Nickels is unanimously voted into the two-year term by his fellow Boardmembers. He takes over from Pierce County Executive John Ladenburg, who served as Board Chair for four years.

**Dec 2007:** Sound Transit trains and buses together carried about 13.8 million passengers in 2007, up more than 1.5 million from a year earlier. On average, about 48,000 people rode Sound Transit trains and buses every weekday in 2007. Ridership increased in all lines of service in 2007.

## **APPENDIX G**

### **GLOSSARY OF TERMS**

***This page intentionally left blank***



## GLOSSARY OF TERMS

**A133:** A circular issued from Office of Management and Budget (OMB) in 1997 that describes the non-Federal entity's responsibilities for managing Federal assistance programs (grants) and the auditor's responsibility (objectives, procedures, compliance, etc.) with respect to the scope of audit.

**Accounting System:** The total set of records and procedures used to record, classify, and report on the financial status and operations of Sound Transit.

**Accrual Basis of Accounting:** A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent.

**ADA:** Americans with Disabilities Act.

**Adopted Budget:** The board-approved budget and capital plan for Sound Transit for the current fiscal year.

**APTA:** American Public Transportation Association.

**BCI:** Building Cost Index, which is based on changes to the price of a "shopping cart" of goods related to construction—skilled labor, structural steel, lumber, and cement.

**BNSF:** Burlington Northern Santa Fe Railway.

**Board:** The Sound Transit Board of Directors.

**Budget Message:** The opening section of the budget document provides the board and the public with a general summary of the most important aspects of the budget, and the views and recommendations of the executive director.

**CAAC:** Citizens' Accessibility Advisory Committee.

**Capital Spending Plan:** The portion of the budget that identifies outlays for the purchase of capital assets.

**Capital Asset:** Assets costing \$5,000 or more and having useful lives greater than two years.

**Capital Outlay:** Expense that results in the acquisition of or addition to fixed assets.

**Capital Projects:** Projects that purchase or construct capital assets.

**CCTV:** Closed circuit television.

**CDF:** Community Development Fund.

**CE:** Conceptual Engineering.

**CEO:** Sound Transit Chief Executive Officer.

**CFO:** Sound Transit Chief Financial Officer.

**CMC:** Construction Management Contract.

**CNG:** Compressed Natural Gas.

**Contingency:** A budgetary reserve put aside for emergencies or unforeseen expenses.

**CO:** Construction.

**COA:** Comprehensive Operational Analysis.

**COP:** Citizen Oversight Panel.

**Cost Element:** The budget elements of an individual capital project, such as design, construction, and contingency expenses.

**CPI:** Consumer Price Index.

**DEIS:** Draft Environmental Impact Statement.

**Department:** Highest organizational unit of Sound Transit, consisting of Board Administration, Executive, Finance and Information Technology, Legal Services, Project Delivery Support Services, Transportation Services, Capital Projects and Link Light Rail.

**Depreciation:** A method by which the costs of plants, property, and equipment are systematically and rationally allocated over their useful life.

**Division:** Organizational sub-unit within departments.

**DSTT:** Downtown Seattle Transit Tunnel.

**E1:** EnterpriseOne (our current accounting system or ERP software).

**EA:** Environmental Assessment.

**EAC:** Executive Advisory Committee.

**EEO:** Equal Employment Opportunity.

**EIS:** Environmental Impact Statement.

**ERP:** Enterprise Resource Planning.

**ESA:** Endangered Species Act.

**ESH:** Environmental Safety and Health.

**Expense Category:** Groupings of expense types. Expenses can include, but are not limited to, wages/salaries/benefits, services, office expenses, administrative expenses and miscellaneous other expenses.

**Expense:** A decrease in net current assets. Expenses include salaries and benefits, administrative expenses, debt service, and those current operating costs that require the use of current assets.

**FASB:** Financial Accounting Standards Board.

**FD:** Final Design.

**FFGA:** Full Funding Grant Agreement.

**FFY:** Federal Fiscal Year.

**FHWA:** Federal Highway Administration.

**Fiscal Year:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and results of its operations. Sound Transit's fiscal year is concurrent with the calendar year.

**FONSI:** Finding of No Significant Impact.

**FTA:** Federal Transit Administration.

**FTE:** Full Time Equivalent employee. The fractional equivalent of one full-time employee working a 40-hour work week for one calendar year.

**GASB:** Governmental Accounting Standards Board.

**GIS:** Geographic Information Services.

**GL:** General Ledger.

**GMA:** Growth Management Act.

**GSC:** Sound Transit General Service Center.

**HCT:** High-Capacity Transit.

**HOV:** High-Occupancy Vehicle.

**ISTEA:** Intermodal Surface Transportation Efficiency Act.

**IT:** Information Technology.

**ITS:** Intelligent Transportation Systems.

**JRPC:** Joint Regional Policy Committee.

**LB235:** North End Tunnel Design/Build Contract.

**LOB:** Line of Business.

**LPA:** Locally Preferred Alternative.

**LRT:** Light Rail Transit.

**LRV:** Light Rail Vehicle

**MIP:** Mobility Initiative Program.

**MLK:** Martin Luther King.

**MMIS:** Maintenance Management Information System.

**MOA:** Memorandum of Agreement.

**MOS:** Minimum Operating Segment.

**MOU:** Memorandum of Understanding.

**MTP:** Metropolitan Transit Plan.

**MVET:** Motor Vehicle Excise Tax.

**M/W/DBE:** Minority/Women/Disabled Business Enterprise.

**NEPA:** National Environmental Policy Act.

**NTD:** National Transit Database.

**NTP:** Notice to Proceed.

**O&M:** Operations and Maintenance.

**OCIP:** Owner-Controlled Insurance Program.

**OCS:** Overhead Catenary System.

**OPP:** Office of Policy and Planning.

**OSHA:** Occupational Safety and Health Administration.

**PE/ED:** Preliminary Engineering/Environmental Design.

**PMOC:** Project Management Oversight Consultant.

**PMP:** Program Management Plan.

**PLA:** Project Labor Agreement.

**Proposed Budget:** The recommended and unapproved Sound Transit budget submitted by the executive director to the board.

**PSCOG:** Puget Sound Council of Governments (renamed PSRC, see entry below).

**PSRC:** Puget Sound Regional Council (formerly PSCOG, see entry above).

**QAP:** Quality Assurance Program.

**QA/QC:** Quality Assurance/Quality Control.

**RE/TOD:** Real Estate/Transit Oriented Development.

**REX:** Regional Express.

**Revenues:** Increases in proprietary fund type net total assets from other than expense refunds and capital contributions.

**Reserve:** An account used to segregate a portion of fund equity as legally set aside for a specific future use.

**RFP:** Request for Proposal.

**ROD:** Record of Decision.

**ROW:** Right-of-way.

**RSIP:** Residential Sound Installation Program.

**RTA:** Regional Transit Authority.

**RVCDF:** Rainier Valley Community Development Fund.

**Salaries and Benefits:** Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts.

**SEIS:** Supplemental Environmental Impact Statement.

**SEM:** Sequential Excavation Mining.

**SEPA:** State Environmental Policy Act.

**SODO:** South of downtown Seattle.

**SOP:** Standard Operating Procedure.

**SIP:** Service Implementation Plan.

**Sound Transit:** The Central Puget Sound Regional Transit Authority.

**ST-2:** The second phase of Sound Transit's plan for providing increased service.

**Subarea:** Five subareas of the Sound Transit District defined for planning and budgeting purposes consisting of Snohomish County, North King County, East King County, South King County, and Pierce County.

**Subarea Equity:** The principle established by *Sound Move* that requires utilizing local taxes and revenues and related debt for projects and services which benefit the subareas generally in proportion to the level of revenues each subarea generates.

**TEA-21:** Transportation Equity Act for the 21<sup>st</sup> Century.

**TIG:** Transit Integration Group.

**TIP:** Transportation Improvement Program.

**TOD:** Transit Oriented Development.

**TOHD:** Transit Oriented Housing Development.

**TPSS:** Traction Powered Substation.

**TSD:** Transportation Services Department.

**TSP:** Transit Signal Priority.

**TVMs:** Ticket Vending Machines.

**UPRR:** Union Pacific Railroad.

**WISHA:** Washington Industrial Safety and Health Administration.

**WSDOT:** Washington State Department of Transportation.

**YOE:** Year of Expenditure.

## **APPENDIX H**

### **RECONCILIATION OF ADOPTED CAPITAL PLAN TO PROPOSED CAPITAL PLAN**

***This page intentionally left blank***

## RECONCILIATION OF ADOPTED CAPITAL PLAN TO PROPOSED CAPITAL PLAN

The Proposed 2008 Budget was submitted for Board review in September, 2007. The proposed capital plan contains a record of historic costs, projections for capital outlays for each project for the current year and each future year (2005-2016) by phase, as well as a total lifetime budget.

By Resolution R2007-25, the Board adopted the annual budget for the period January 1 through December 31, 2008. Consistent with the budget policies, the resolution endorsed the capital plan contained in the Proposed Budget, and authorized Sound Transit to expend \$656,928,648 in the capital program subject to changes identified in selected amendments.

### Adjustments to the Capital Budget for Fiscal Year 2008

As outlined in Appendix C: Budget Process, the project cashflow projections are developed during the month of July. In order to include the most current information in the adopted budget, assumptions leading to these projections were reviewed during October and November. If changed circumstances warranted, cashflow projections were updated prior to board-adoption of the budget. These adjustments are identified in amendment 12 and in Attachments B-1 and B-2 to the adopted budget.

After close of fiscal year 2007 the Adopted Budget document was produced. Based on a comparison of the forecasted expenditures for 2007 contained in the proposed budget to actual expenditures, project budget cashflows are adjusted to reflect actual 2007 expenditures. These adjustments may result in offsetting adjustments to the 2008 fiscal year budget.

As a result, there are two primary sources for changes from the Proposed to the Adopted Budget: (1) budget amendments to the proposed budget which were adopted by the board; and (2) updated project cash flows to reflect actual 2007 capital outlays.

Consistent with budget policies and Resolution R2007-25 the following changes were made to the Proposed 2008 Capital Plan. In total, these changes increased the capital outlay budget for 2007 by \$118.4 million to a new total of \$775.3 million.

Proposed Capital Budget for 2008	\$656,928,648
1. Budget amendments	121,451,123
2. Cashflow changes	-3,062,726
Adopted Capital Budget for 2008 *	\$775,317,046

Note: \* Numbers do not add due to rounding.

## 1) Changes to capital project budgets reflected in amendments

Amendment #	Project Name or Description	2008 Change	Comment
R2007-25	Debt Service	34,908,377	Increase to Debt Service Capital due to 2007A Bond Sale
6	Homeland security project - Attachment B2	397,402	Add to Service Delivery Operations Ops Capital for Homeland Security Enhancements
7	Security Office Expansion project (lifetime xfer from Sm. Works) - Attachment B-3 7x747 - Security Office Expansion Project 405 - Fare Intergrations	165,006	Add to Service Delivery Operations Ops Capital for Security Expansion Project
8	Administrative Capital	90,000	Transfer of \$90,000 from transit operations to Administrative Capital for Fleet Vehicles
12	Project Cashflow updates - Attachment B1		
12	Fare Integration (#405) Capital Budget	975,726	2008 spending increased to reflect current projections for smart card milestone payments.
12	Bellevue HOV Access (#145)	(4,124)	Phase level adjustments to reflect actual spending on completed project.
12	North Link - Northgate to 45th Street	188,268	2008 annual total budget increased for reevaluation of the timing of potential future work
12	North Link - UW Station to Brooklyn Station (45th Street)	137,214	2008 annual total budget increased for reevaluation of the timing of potential future work
12	Initial Segment	41,666,420	2008 annual budget increased: Agency Administration phase by \$2.7 million for additional agency allocations; Final Design phase by \$1.0 million for design services during construction relevant to construction changes, and the Construction phase by \$37.8 million as a result of construction delays in 2007 for the Beacon Hill Tunnel segment.
13	Sounder South Tacoma Station - Attachment B2	3,837,834	2008 spending increased to reflect current construction schedule.
14	University Link - Attachment B2	39,089,000	Project budget amended to reflect the project Baseline Cost Estimate (BCE) adopted by resolution of the Sound Transit Board (R2007-20, approved September 27, 2007)
<b>Total</b>		<b>121,451,123</b>	

## 2) Updated Project Cashflows based on actual expenditures in 2007

Project cashflows within the Proposed 2007 Budget document include a forecast for 2007 expenditures. As part of developing the Adopted Budget document, the Proposed Budget document annual project cashflows are updated to reflect actual capital outlays for the preceding year (2007). Normally, adjustments are made so as not to change the projected cashflow for fiscal year 2008 by project as shown in the Proposed Budget.

However, in certain limited instances, as a result of incorporating actual 2007 outlays, the fiscal year 2008 projected cashflow had to be adjusted from that shown in the Proposed Budget. In all such cases no changes were made to the total lifetime budget. The effect of this change is an decrease of \$3,062,726 with non-material adjustments. The following projects' fiscal year 2008 projected cashflows were adjusted:



Project	Proposed 2008	Adopted FY 2008	Difference	Comments
<b>Souder Program</b>				
Lakewood Station (#253)	14,200,966	11,008,614	(3,192,352)	To adjust for costs incurred in 2007 that had been budgeted in 2008.
<b>Regional Express Program</b>				
Redmond TC (#374)	2,262,595	1,887,768	(374,827)	To adjust for costs incurred in 2007 that had been budgeted in 2008.
<b>Transportation Services Program</b>				
Auburn Bus Loop (741)	4,479	519,072	514,593	Costs to account for current project schedule.
Talking Signs (744)	973,125	962,985	(10,140)	To adjust for costs incurred in the East King County SubArea in 2007 that had been budgeted in 2008.
<b>Total</b>	<b>17,441,165</b>	<b>14,378,439</b>	<b>(3,062,726)</b>	

As a result of incorporating actual 2007 capital outlays, the following projects contain changes to the project cashflow between individual phases, with no change to either the total project fiscal year 2008 budget or the total project lifetime budget.

**Souder:**

Layover  
Mukilteo Station, North Platform  
Tukwila Station  
Auburn-Tacoma Track & Signal  
South Tacoma Station  
Lakewood Station

**Link:**

North Link -Northgate to 45th St  
University Link - Pine St Stub Tunnel (PSST) to UW Station  
Initial Segment  
Airport Link

**Regional Express:**

Lynnwood HOV Access/46th Ave W  
Totem Lake Freeway Station/NE 128th  
85th Corridor, Kirkland  
Bellevue HOV Access  
Bellevue Rider Services Building  
Issaquah TC/SR900  
Bothell Branch Campus Access  
Redmond TC/NE 83rd  
Yarrow Point Stop Improvements  
Sammamish P&R/228th SE  
SR522 HOV Enhancements/Kenmore  
SR522 HOV Enhancements/Bothell

### 3) Revised Lifetime Project Budgets

Amendment 1 to the budget authorizes the CEO to amend the budget for “non-material corrections.” As a result of incorporating actual 2007 capital outlays and closing out the project, the Yarrow Point Stop Improvements project exceeded its lifetime budget of \$108,604 by \$358.

In the Adopted 2008 Budget, the lifetime budget for this project has been increased by \$358 and the East King County Program Reserve has been decreased by a like amount.

Project	Lifetime Budget as reported in Proposed Budget document	Actual Lifetime Budget	Net Transfer To/(From) Program Reserves	Notes
<b>Regional Express</b>				
<i>East King County</i>				
Yarrow Point Stop Improvements (#378)	108,604	108,961	358	Project closeout complete.
East King County Program Reserve (#000)	22,801,958	22,801,600	(358)	Transfer to Yarrow Point Stop Improvements to close out project.